2015

CITY OF TORONTO BUDGET SUMMARY

TORONTO

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Corporate Budget Overview

TORONTO

John Tory
Mayor

Message from the Mayor

The 2015 budget is focused on getting Toronto moving by improving transit and transportation, and on making key investments to help families and support the city's most vulnerable residents.

The operating budget of $11.5 billion delivers significant service improvements in key priorities and proposes no major service cuts, while continuing to maintain the City's fiscal health. This year's budget tax increase of 2.25% – less than the rate of inflation – will help Toronto families keep more money in their pockets.

The investments funded in the budget will keep Toronto strong, prosperous and fair. They will support the well-being of our communities and residents who need it most by supporting our shelter system and expanding our child nutrition program.

This budget is a transit budget. It makes the most significant investment in the TTC in recent history, restoring all day bus service that was cut in 2011, expanding the express bus and blue night overnight bus service, adding more subways during peak hours, and providing additional resources for subway reliability. In addition, children will now ride the TTC for free, which will provide real financial relief for families who use the TTC to get their kids to school and daycare, to activities and appointments, or just simply to get around our great city

Transit knits the distinct parts of our sprawling city together. A vibrant, healthy transit system is at the centre of building "one Toronto" and the 2015 budget will help to make it a reality.

The budget will also enhance Toronto's emergency services to ensure that residents and communities are safe with the addition of 56 paramedics and 25 new positions for

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I believe the measures contained in Budget 2015 will go one more step, a significant step, in building the city we want and the future we want for our children and grandchildren.

Through the $32 billion Capital Budget and Plan, the City is investing in building the necessary infrastructure to support Toronto's growth and maintain the City's aging infrastructure in a state of good repair.

I would like thank Budget Chief Councillor Crawford and the City staff for their hard work and dedication to the budget process. Special thanks to former City Manager Joe Pennachetti, who delayed his retirement to take us through the first budget of this new administration. As City Manager and before that as Chief Financial Officer, he was at the helm of many city budgets and I want to recognize him for his steady hand and guidance throughout this process.

Together with my colleagues on City Council we will focus on making these investments and in getting Toronto moving.

Sincerely,

Mayor John Tory

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A Message from former City Manager Joe Pennachetti

The City of Toronto continues to strengthen its fiscal health while ensuring it makes important investments in the future. The 2015 Budget kept the tax increase to a minimum, with the total 2015 budget tax increase after assessment growth only 1.5%. That includes a 2.25% increase for residential properties and a 0.75% increase for non-residential properties, in keeping with City Council's policy commitment to continue to reduce business taxes in Toronto. The modest increase includes the cost to maintain current service levels, as well as make significant new investments for today's residents and the generations to come.

The 2015 Tax and Rate Supported Operating Budget of $11.4 billion ensures that the City will continue to deliver high quality and affordable services, while investing in priority areas outlined in the City's strategic actions approved by Council in 2013. These investments include additional funding to improve the City's transportation network, reduce poverty and strengthen our emergency services. On the rate side, steps were taken to make the Toronto Water service and budget sustainable while keeping it debt free.

As a major urban centre, the City must focus beyond economics to provide both the physical and social infrastructures to meet the needs of its residents and businesses. The City of Toronto delivers more than 140 distinct services, many of which are provided on a 24 hours a day, 7 days a week basis. These services address social, economic, physical and governance needs that affect the quality of life of Toronto residents, businesses and visitors.

One of the challenges the City faces is delivering such a wide and complex range of programs and services to a large, diverse population, given the limited fiscal tools available to Ontario municipalities and the funding constraints relative to the other levels of government.

In order to maintain Toronto's enviable quality of life and ensure Canada's largest metropolitan area continues to be globally competitive, it is essential that we continue to strengthen our intergovernmental partnerships. The City must look at the re-alignment of social housing funding and the funding of public transit operating costs to bring Toronto in line with the practice in other global cities in developed countries. The City

must also find new revenues to address the pressure that growth and city building are placing on city services and aging infrastructure.

At the start of the 2015 budget process, direction was provided to City divisions and agencies to manage spending with a 0% increase over the 2014 Budget for all services. Virtually every City program and agency met the challenge of bringing a budget forward that had a 0% increase. As a result, the City has achieved $150 million in savings through efficiency and cost-saving measures with a minimal impact on services.

In addition, there are significant enhancements of $175 million primarily for Pan Am Games, transit and transportation, poverty reduction, new facilities and emergency services. The funding approved for the 2015 Pan Am/Parapan Games will leave a lasting legacy for Toronto residents and businesses through new and improved infrastructure across the city and will help advance the City's goals for economic development and tourism, sport development and healthy living.

City Council approved a 10-year Tax and Rate Supported Capital Budget and Plan of $31.7 billion gross, which includes $1.6 billion in new capital investments for transportation and public transit, facilities, shelter and technology. The Capital Budget also provides an additional $2 billion for Toronto Water to repair and maintain the City's water, wastewater and storm water infrastructure in a state of good repair. The 10-Year Capital Plan continues to advance the City's long-term fiscal plan objectives and focuses on infrastructure rehabilitation as well as new infrastructure to support the City's growth.

The 2015 - 2024 Capital Budget and Plan continues to fund the City's two largest transit investments, the Toronto-York Spadina Subway Extension and the Scarborough Subway Extension, as well as rehabilitation work on the Gardiner Expressway, road resurfacing and reconstruction, and key capital projects to address traffic congestion.

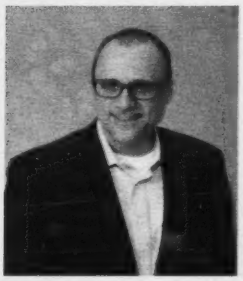
I am proud that the City of Toronto has matured and prospered as an amalgamated city. As the fourth largest city in North America, Toronto has grown not just in population, but economically, socially, culturally and environmentally, with the most diverse population in North America.

The numerous accolades and international rankings that the city receives that demonstrate Toronto's strong economy and high quality of life for our 2.8 million residents include:

- Toronto was named the best place to live in the world by The Economist, based on six of its indexes.
- KPMG ranked Toronto the world's most tax competitive major city.
- Toronto was ranked the world's most resilient city by the Grosvenor Group.
- PwC ranked Toronto fourth in 2014's Cities of Opportunities.
- Transit Score ranked Toronto third of 70 cities in North America based on walkability.

As City Manager and before that the City's Chief Financial Officer, I have had the privilege of leading the most professional, innovative, compassionate public service in Ontario, and I believe, in Canada. In this, my last budget with the City of Toronto, I would like to thank the Toronto Public Service for continuing to deliver excellent customer and innovative programs and services to the residents and businesses of Toronto. Through their hard work, Toronto remains a great place in which to live, work, play and invest.

Joseph P. Pennachetti
City Manager



Message from Roberto Rossini, DCM & CFO

Toronto City Council approved a balanced 2015 Tax and Rate Supported Operating Budget of $11.4 billion and 10-Year Capital Budget and Plan of $31.7 billion. The 2015 Budget makes significant investments in key strategic priorities for the City including transit, poverty reduction and emergency services. It also will fund the operating of several new facilities opening in 2015 including two libraries, three community centres, a new childcare facility and a TTC maintenance and storage facility. The 2015 budget also improves the long term sustainability of the City's water, wastewater and storm water management utility – Toronto Water.

The Tax Supported Operating Budget includes a moderate 1.5% average tax increase, which represents 2.25% rate increase for residential properties and 0.75% increase for non-residential properties. When combined with the 0.5% previously Council approved special levy increase for the Scarborough Subway the total municipal tax increase is 2.75%. The total tax increase for non-residential properties, which includes rental apartments, is 0.92%.

The budget also includes a strategy for the City to permanently deal with the loss of the revenue to fund social housing in a responsible and prudent manner. This strategy will spread the budget impacts of the funding shortfall over the next four years to allow time for the City to identify budget adjustments and to mitigate costs. For 2015, this means an additional $25 million in budget savings with no impact to City services.

The 2015 Operating Budget maintains all current programs and services and provides funding for new and enhanced services, including:

- $39 million in transit service improvements funded by a 10-cent fare increase including the child fare elimination (2 to12 years of age), 50 new buses to implement new express routes and reduce overcrowding, improved subway services and expanded overnight bus and streetcar service
- $25 million for poverty reduction including new shelter beds, increases to the student nutrition program, additional funding for childcare subsidies, enhanced shelter warming centres during weather events and expansion of priority centres
- 56 new paramedic services positions and an additional 25 fire prevention officers
- additional positions for City Planning to carry out heritage and area studies, and
- increased City funding for tree planting.

Looking forward, the City will continue to face budgetary pressures. Preliminary estimates indicate the outlook pressure in 2016 and 2017 is $302 million and $276 million respectively after taking into account potential revenue, tax, and TTC fare increases. Pressures are primarily due to the elimination of the Provincial Toronto Pooling Compensation funding loss of about $43 million per year or $129 million over the three years, inflation and salary cost of living (COLA)

increases, growth in service volumes, increasing debt charges, and operating impact of completed capital projects.

The 2015-2024 capital budget and plan includes $3 billion in new capital investments for transportation and public transit, facilities and shelter and technology, as well as:

- $970 million for the rehabilitation of the F.G. Gardiner Expressway, including an increase of $443.2 million to accelerate projects to reduce traffic and user impacts by an estimated eight years
- investments in traffic control (RESCU) and traffic congestion management through intelligent transportation systems initiatives
- the purchase of 60 new subway cars, 810 new 40-foot diesel buses and 195 low-floor accessible light rail vehicles for the TTC fleet for replacement and ridership growth
- New McNicoll bus garage and completion of the Toronto Rocket Storage Yard
- A total of $627 million for Parks, Forestry and Recreation to address the state-of-good-repair backlog over the next 10 years, and
- Construction of new fire and paramedic services stations.

Included in the approved Capital Budget and Plan is a strategy to hold the line on debt by injecting $2.1 billion of non-debt financing from future year-end surplus funds according to the City's surplus management policy, sale proceeds from the monetization of City assets and real estate, development charges, investment returns and expected funding from federal and provincial funding programs.

The strategy will also ensure that the City's debt levels remain below the 15% threshold relative to property taxes and restrict the cost of debt repayments, which are paid for through property taxes in the operating budget. Currently, debt charges remain the third largest expense on the average property tax bill in Toronto, following police services and public transit/TTC.

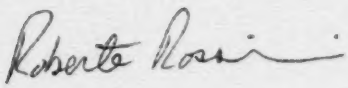
The 2015 Solid Waste Management Services rate supported budget includes a rate increase of 3% as of April 1, which equates to a 2.25% increase for 2015. In addition, the Solid Waste rebate was reduced by $18 million as part of the tax supported budget, which will result in a rebate change for single family customers based on garbage bin size. This change is a first step in establishing a sustainable full user-pay program that improves waste diversion.

Toronto Water's 2015 rate supported budget focuses on providing high quality drinking water and wastewater services while dealing with the impact of extreme weather, aging infrastructure and the need to provide ongoing customer service enhancements. City Council approved an 8% water rate increase as of March 13, which equates to a 6.5% increase for 2015. The 10-year $11 billion capital plan includes more than $8.2 billion in spending on state of good repair, basement flooding protection, storm water management and improving the City's resiliency to extreme weather.

Moving forward, as we begin planning for 2016 it is important that the City's financial community, leaders of City divisions and agencies, together with the City Manager and City Council, continue to exercise fiscal discipline, search for efficiency measures and deliver innovative solutions in order to achieve fiscal sustainability.

As the City of Toronto continues down its road toward fiscal sustainability, I would like to thank the City Finance team for its hard work, diligence and commitment as financial custodians. Staff's dedication, in the face of many challenges, has inspired me throughout the past budget process, and it is with great pride that I, as Deputy City Manager & Chief Financial Officer, have led this professional team.

Sincerely,



Roberto Rossini
Deputy City Manager & Chief Financial Officer

Message from Josie La Vita, Executive Director, Financial Planning

Toronto's 2015 Budget brought the City one step closer to its goal of fully implementing service-based planning and budgeting. In May of 2015, City Council unanimously approved a multi-year service-based planning and budgeting process for the City over the balance of this term of Council. This process incorporates a service planning and priority-setting process that includes comprehensive public consultation.

It's an exciting time – next year the City will be able to assess its service plans to ensure they align to the strategic directions approved by City Council in 2012. These plans will set multi-year service objectives, targets and associated priority actions that will be approved by Council.

Each year thereafter the City will be able to review service levels and the corresponding performance targets, which will allow staff to adjust funding and reallocate where need be, in order to make the most of every tax dollar and ensure that the City delivers the best value for its residents and businesses.

Along with the City of Toronto's integrated planning and performance framework, this multi-year process will allow the City to focus strategic investments to achieve results and intended outcomes. It will enable the City to take a multi-year view to guide service planning and budgeting and provide concrete way to monitor results and assess impacts. The service-based approach will not only enhance organizational effectiveness, but it will foster a stronger culture of efficiency, agility, accountability and transparency.

This year the City launched three participatory budgeting pilots – enabling citizens to have local impact by making the decisions on where money goes for capital projects in their community.

Toronto is proud to be the host for the 2016 Government Finance Officers Association (GFOA) International Conference where we will welcome officers from the United States and Canada to share best practices in public financial stewardship. I was proud to be able to attend the 2015 GFOA Conference to share Toronto's plan and experience in financial transparency and accountability.

Communication is integral to informing residents about the budget and engaging them in the budget process. Through the City's web site, publications and infographics each year we continue to build our budget communications materials. The City continues to look for further ways to engage the public in the budget process to receive input on the budget and create compelling products to tell residents where money comes from and where it's going.

As we begin the budgeting process for 2016 I encourage all Toronto residents to follow us on this journey, find out how their tax dollars work for them, and get involved in the budget process.

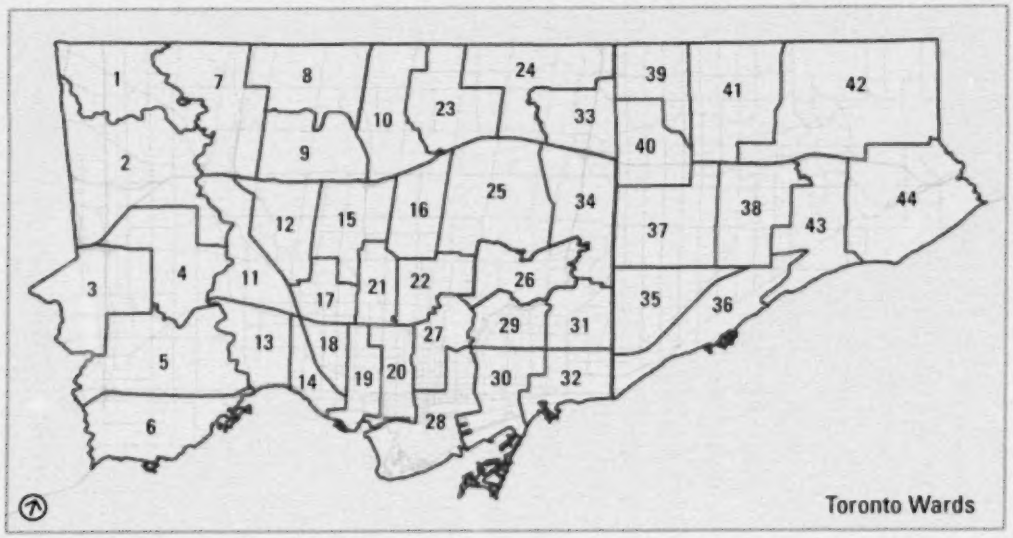
Sincerely,

Josie La Vita

Josie La Vita
Executive Director, Financial Planning

About your City Governement

Toronto City Council 2014 - 2018



Ward 1 Etobicoke North Councillor Vincent Crisanti	Ward 16 Eglinton-Lawrence Councillor Christin Carmichael Greb	Ward 31 Beaches-East York Councillor Janet Davis
Ward 2 Etobicoke North Councillor Rob Ford	Ward 17 Davenport Councillor Cesar Palacio	Ward 32 Beaches-East York Councillor Mary-Margaret McMahon
Ward 3 Etobicoke Centre Councillor Stephen Holyday	Ward 18 Davenport Councillor Ana Bailão	Ward 33 Don Valley East Councillor Shelley Carroll
Ward 4 Etobicoke Centre Councillor John Campbell	Ward 19 Trinity-Spadina Councillor Mike Layton	Ward 34 Don Valley East Councillor Denzil Minnan-Wong
Ward 5 Etobicoke-Lakeshore Councillor Justin Di Ciano	Ward 20 Trinity-Spadina Councillor Joe Cressy	Ward 35 Scarborough Southwest Councillor Michelle Berardinetti
Ward 6 Etobicoke-Lakeshore Councillor Mark Grimes	Ward 21 St. Paul's Councillor Joe Mihevc	Ward 36 Scarborough Southwest Councillor Gary Crawford
Ward 7 York West Councillor Giorgio Mammoliti	Ward 22 St. Paul's Councillor Josh Matlow	Ward 37 Scarborough Centre Councillor Michael Thompson
Ward 8 York West Councillor Anthony Perruzza	Ward 23 Willowdale Councillor John Filion	Ward 38 Scarborough Centre Councillor Glenn De Baeremaeker
Ward 9 York Centre Councillor Maria Augimeri	Ward 24 Willowdale Councillor David Shiner	Ward 39 Scarborough-Agincourt Councillor Jim Karygiannis
Ward 10 York Centre Councillor James Pasternak	Ward 25 Don Valley West Councillor Jaye Robinson	Ward 40 Scarborough Agincourt Councillor Norm Kelly
Ward 11 York South-Weston Councillor Frances Nunziata	Ward 26 Don Valley West Councillor Jon Burnside	Ward 41 Scarborough-Rouge River Councillor Chin Lee
Ward 12 York South-Weston Councillor Frank Di Giorgio	Ward 27 Toronto Centre-Rosedale Councillor Kristyn Wong-Tam	Ward 42 Scarborough-Rouge River Councillor Raymond Cho
Ward 13 Parkdale-High Park Councillor Sarah Doucette	Ward 28 Toronto Centre-Rosedale Councillor Pam McConnell	Ward 43 Scarborough East Councillor Paul Ainslie
Ward 14 Parkdale-High Park Councillor Gord Perks	Ward 29 Toronto-Danforth Councillor Mary Fragedakis	Ward 44 Scarborough East Councillor Ron Moeser
Ward 15 Eglinton-Lawrence Councillor Josh Colle	Ward 30 Toronto-Danforth Councillor Paula Fletcher	

2014 - 2018 City Council, Boards and Committees

Toronto City Council

City Council

Committees Reporting to City Council

Audit Committee

Board of Health

Civic Appointments Committee

Community Development and Recreation Committee

Economic Development Committee

Executive Committee

Government Management Committee

Licensing and Standards Committee

Parks and Environment Committee

Planning and Growth Management Committee

Public Works and Infrastructure Committee

Striking Committee

Community Councils

Etobicoke York Community Council

North York Community Council

Scarborough Community Council

Toronto and East York Community Council

Other Boards and Committees

Affordable Housing Committee

Bid Committee

Board of Directors of The Hummingbird (Sony) Centre for the Performing Arts

Board of Directors of the Toronto Atmospheric Fund

Board of Directors of the Toronto Centre for the Arts

Board of Health - Performance Appraisal of the Medical Officer of Health

Board of Health Budget Committee

Board of Health Toronto Urban Health Fund Review Panel

Board of Management of the Toronto Zoo

Budget Committee

Budget Subcommittee for City Hall and Scarborough Civic Centre Consultation

Budget Subcommittee for Etobicoke and North York Civic Centres Consultation

City-School Boards Advisory Committee

Compliance Audit Committee

Debenture Committee

Disability Issues Committee

Employee and Labour Relations Committee

Film, Television and Commercial Production Industry Committee (Film Board)

Forest Hill, Leaside and North Toronto Arena Nominating Panel

French Language Advisory Committee

George Bell Arena Nominating Panel

Graffiti Panel

Interview Subcommittee for Board of Health

Interview Subcommittee for Toronto Parking Authority

Interview Subcommittee for Toronto Police Services Board

Interview Subcommittee for Toronto Port Authority

Interview Subcommittee for Toronto Public Library Board

Interview Subcommittee for Toronto Transit Commission

Interview Subcommittee for Toronto Zoo Board

McCormick and Bill Bolton Arena Nominating Panel

Members of the Toronto Atmospheric Fund

Moss Park and Ted Reeve Arena Nominating Panel

Nominating Panel - City Theatres

Nominating Panel - Committee of Adjustment

Nominating Panel - Corporations

Nominating Panel - Environmental

Nominating Panel - Facilities and Finance

Nominating Panel - Tribunals

Parks and Environment Subcommittee on Climate Change Mitigation and Adaptation

Property Standards - Etobicoke York Panel

Property Standards - North York Panel

Property Standards - Scarborough Panel

Property Standards - Toronto and East York Panel

Sign Variance Committee

Tenant Issues Committee

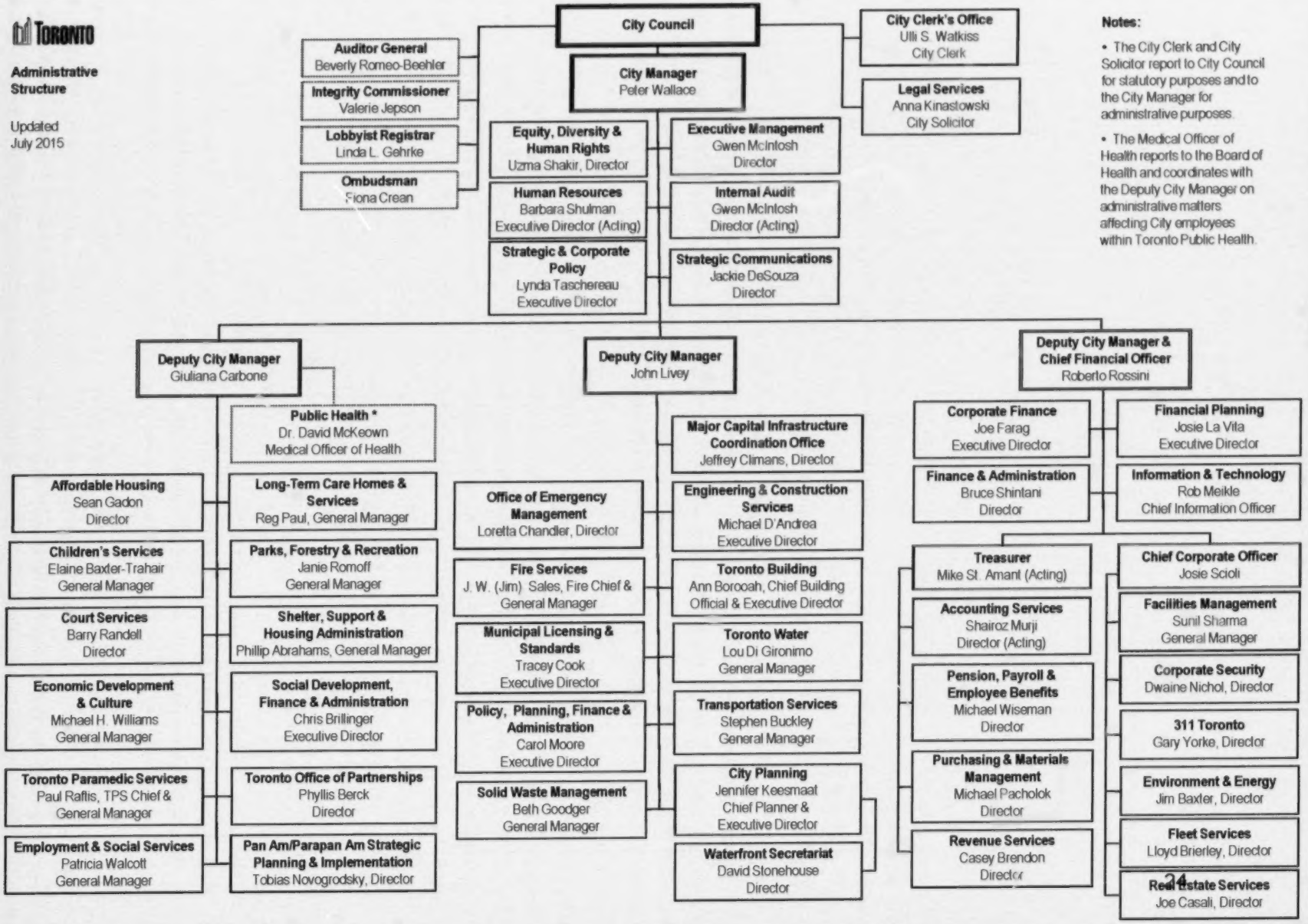
Toronto Music Industry Advisory Council

Toronto Preservation Board

TORONTO

Administrative Structure

Updated
July 2015



Notes:

- The City Clerk and City Solicitor report to City Council for statutory purposes and to the City Manager for administrative purposes.
- The Medical Officer of Health reports to the Board of Health and coordinates with the Deputy City Manager on administrative matters affecting City employees within Toronto Public Health.

PROFILE ON TORONTO

Toronto in World Rankings

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for about 2.8 million residents who choose to live and work here.

- **Best Place to Live – Economist Intelligence Unit,**

The Economist

According to the Economist Intelligence Unit, the City of Toronto is the best place to live among 50 global cities included in the study. The survey evaluated safety, liveability, cost of living, business environment, democracy and global food security.

- **Best City to Invest in Real Estate in the Long Term (Most Resilient City)**

Grosvenor Group

According to Grosvenor Group, a U.K.-based real estate developer, the City of Toronto is the best bet for long-term investment in real estate according to their global resiliency ranking of 50 global cities. In fact, Canadian cities (Toronto, Vancouver and Calgary) were ranked as the top three cities based on a combination of low vulnerability and high adaptive capacity. Also according to the research, Canadian cities are well governed and well planned.

- **Most High-Rise Buildings Under Construction in North America –**

Emporis, SkyscraperPage

According to Emporis, a global provider of building information and SkyscaperPage.com, a web-based database of scale-model illustrations and diagrams of skyscrapers, Toronto continues to have the most high-rise buildings under construction in North America, maintaining a lead in the rankings over second ranked New York City and third ranked Mexico.

- **Most Tax-Competitive Major Global City**

KPMG

According to KPMG, in a report entitled "Competitive Alternatives 2014: Focus on Tax", Toronto ranked first overall among 51 major international cities studied. The study assessed tax competitiveness by comparing various tax rates in each location including: corporate income tax, property taxes, capital taxes, sales taxes, miscellaneous local business taxes and statutory labour costs.

- **2nd Best Reputation of 100 Cities Worldwide**

Reputation Institute

Toronto ranked second behind Sydney, Australia in an annual study, comparing the reputations of 100 cities worldwide, recently issued by the Reputation Institute. The annual study surveyed more than 22,000 people from the G8 countries and ranked the

world's 100 most reputable cities based on levels of trust, esteem, admiration and respect, as well as perceptions regarding 13 attributes. The three key dimensions of the study are an advanced economy, appealing environment and effective government. The study results confirm the links between city reputations and economic outcomes, while also highlighting the key drivers of a good reputation. Toronto ranked as the top city to work in, the second most attractive city to live in, and the seventh highest ranked city in the invest category.

City of Toronto, GTA and CMA

The City of Toronto is Canada's largest city with a population of 2.8 million residents. It is the heart of a large urban agglomeration of 6.4 million called the Greater Toronto Area (GTA)[1]. The City has one of the most ethnically diverse populations in North America. Almost one in four visible minority persons in Canada resides in Toronto. Nearly half of the city's population (47%) considers itself as part of a visible minority group.

The City of Toronto, with 89,000 businesses, is the major economic engine of the country. The City is both the political capital of the Province of Ontario and the corporate capital of Canada. As well, it is the major centre for culture, entertainment and finance in the country. The City is the home to more national and internationally ranked companies than any other city in Canada.

The GTA is one of the largest regional economies in North America, characterized by concentrated and fast-growing finance-related industries and highly specialized knowledge-based jobs. An estimated $315 billion of goods and services (GDP 2013) are produced in the Toronto Census Metropolitan Area (CMA[2]). The City of Toronto accounts for half of this total (2013: $157 billion). As well, the City accounts for 23% of Ontario's GDP and about 9% of the country's economic output.

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[1] Greater Toronto Area (GTA) refers to the City of Toronto plus the surrounding regions of Durham, York, Peel and Halton which include four upper tier and 24 lower tier municipalities.

[2] Toronto CMA (Census Metropolitan Area) refers to the municipalities assigned by Statistics Canada on the basis of labour market and commuting criteria. It comprises the City of Toronto and 23 other municipalities.

City of Toronto, GTA and CMA

In addition to the modern network of highways and transcontinental railway lines that traverse the City of Toronto, local businesses are also well served by two airports: Pearson International Airport, the largest in Canada and Billy Bishop Toronto City Airport which is located near the downtown core. Union Station, the City's central, multimodal transportation hub is the busiest, multimodal, passenger transportation hub in Canada, serving a quarter-million people daily. It is connected to numerous methods of travel, including subway, commuter rail, commuter bus, passenger rail and bicycle. Union Station is undergoing a major revitalization to improve the quality and capacity of pedestrian movement, restore heritage elements and to transform Union Station into a major destination for shopping, dining and visiting. The revitalization Project is expected to be completed in 2016.

Key Employment Sectors

Toronto has one of the most diverse economies in North America and provides companies with an equally rich mix of partners, suppliers and talented professionals to meet the demands of business today.

The Financial Services sector is emerging as the one of Toronto's highest growth industries with a large and highly concentrated workforce. The Toronto region is home to the functional head offices of the five major banks in Canada and is considered to be one of the top ten financial centres in the world according to the Global Financial Centres Index. Banking in Canada is widely considered the most efficient and safest banking system in the world, ranking as the world's soundest banking system according to a 2008 World Economic Forum report, ahead of Sweden, Luxembourg, Australia, Denmark and the Netherlands. More recently, five of Canada's biggest financial institutions have been named on a list of the world's strongest banks. The May 2012 study by Bloomberg Markets, which reviewed the quality and stability of a firm's holdings, indicated that Canada had the most banks on the list - five institutions. It is further proof that Canada has the most secure banking system in the world. According

to Moody's Analytics, by 2017, Toronto is expected to surpass London in terms of total financial services jobs with Toronto expecting to add an additional 100,000 jobs in this sector by 2020 while London is expected to lose a further 30,000 jobs over the same period.

As part of the health sector, the biomedical and biotechnology cluster in Toronto is the fourth largest in North America. The Discovery District is a downtown research park with 7 million sq. ft. of facilities — Canada's largest concentration of research institutes, business incubators and business support services. The Medical and Related Sciences (MaRS) project, Faculty of Pharmacy building at the University of Toronto, and the Centre for Cellular and Biomolecular Research (CCBR) help give the Discovery District its name. A further 800,000 square foot addition to the Mars Centre was completed in January 2014.

Continued investment in the Arts, Entertainment and Recreation sector is vitally important for the attraction of tourists and film production to the City. Toronto has undergone a 'cultural renaissance' with the unprecedented building and architectural transformation of close to a dozen major arts and cultural institutions, including the Michael Lee-Chin Crystal (an expansion of the Royal Ontario Museum), the Art Gallery of Ontario, the new home of the Toronto International Film Festival, the Four Seasons Centre for the Performing Arts which is the new home of the National Ballet of Canada and the Canadian Opera Company, and the Gardiner Museum of Ceramic Art. In fall 2013, Ripley's Aquarium of Canada opened its doors as a major new tourist attraction in City featuring 450 species of more than 15,000 fish. The production of domestic and foreign film and television is a major local industry. Toronto contains the headquarters of the major English language Canadian television networks such as CBC, CTV, Citytv and Global. Toronto is home to two national daily newspapers (Globe and Mail and National Post), two local daily newspapers (Toronto Star and Toronto Sun), approximately 79 ethnic newspapers/magazines, and many other community papers.

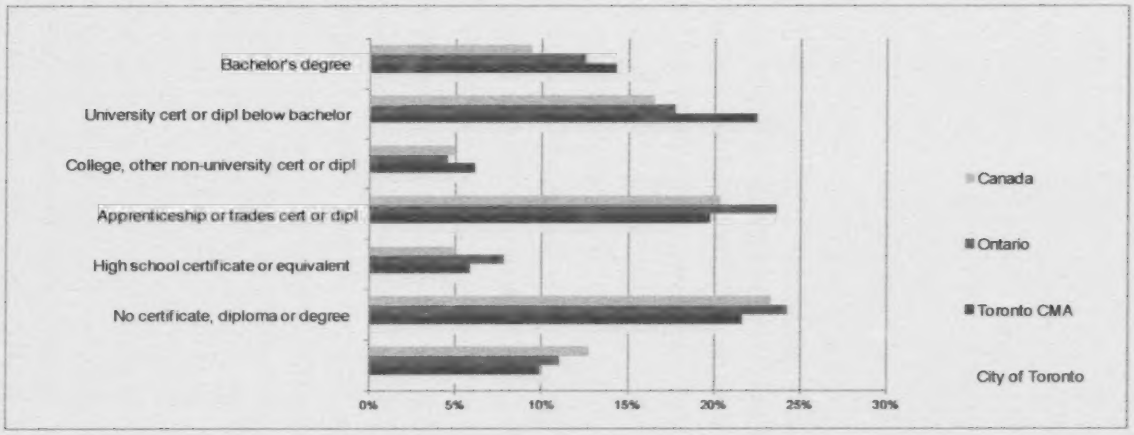
The technology cluster in the Toronto CMA is the largest in Canada and third largest in North America, behind San Francisco and New York, employing over 200,000 people at more than 14,600 technology companies. Of the top 250 technology companies, 40% are based in Toronto Region. Toronto has a vibrant web start-up scene and growing mobile application development community. Google recently opened offices on Richmond Street, in the heart of the downtown core, showing a commitment to Toronto's technology sector. The backbone of the technology sector in the Toronto CMA is its telecommunication infrastructure. Home to 2 of the 3 largest telecommunications companies in Canada as well as to smaller service providers, Toronto is connected by sophisticated high speed networks. A critical mass of talent and growing number of experienced developers has also helped Toronto become a successful mobile application development hub. Mobile development camps, incubators for mobile start-ups, and investments in Toronto mobile firm mean that mobile companies continue to thrive here.

One significant trend is that employment in the Manufacturing industry in the city, though still one of the largest sectors, has been on the decline at an average annual rate of 4.3% from 2001 to 2011. By 2011, the number of employed people in the Manufacturing industry was less than 2/3 of what it was in 2001.

Workforce

Toronto has a large educated, skilled and multilingual workforce. Toronto is the home to four universities (University of Toronto, York University, Ryerson University, and Ontario College of Art and Design), and four community colleges (Centennial, Seneca, Humber and George Brown). More than 60% of Toronto workers have post-secondary degrees, diplomas or certificates.

Population Aged 25 – 64 By Education



With an estimated 1.4 million people working in the City of Toronto, it continues to be a net importer of labour from the surrounding regions. The net inflow of people to the city is estimated to be over two hundred thousand people every day. However the surrounding regions are changing rapidly in that they are experiencing growth in manufacturing and other types of employment and thus transforming themselves from residential suburbs to employment destinations. The rest of the GTA has now also become a net importer of labour from the surrounding regions beyond the GTA.

Economic Growth

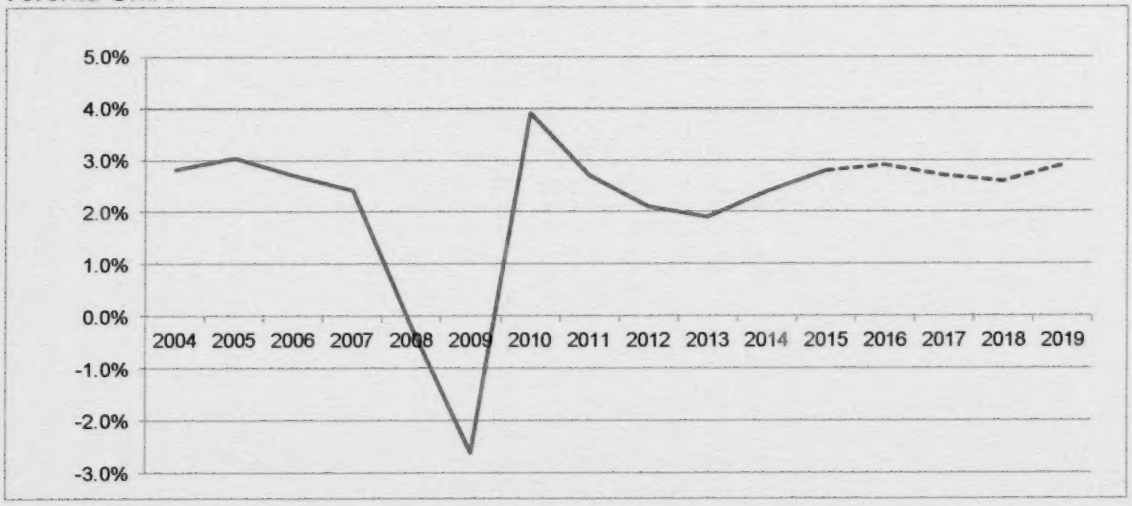
The Canadian economy is expected to grow at a moderate pace in 2015, held back by the steep decline in world oil prices that has led the oil and gas industry to cut back on capital investment plans and the Federal and Albertan governments to reduce spending, commensurate with declining revenues. Canada's real GDP is forecasted to grow by a moderate 1.9% in 2015 and then inch upward to 2.3% in 2016 and 2.1% from 2017 to 2019.

Contrasting the economic misfortune in Alberta in 2015, Ontario is expected to benefit from lower oil prices and the associated decline in the Canadian dollar as business investment bounces back to supply a resurging U.S. economy. While the Conference Board is forecasting that Ontario's real GDP will rebound to 2.6% growth in 2015, the stronger economic forecast end there with a return to moderate economic growth of 2.0% in 2016 and 2017 and 1.9% growth in 2018. A bounce-back in economic strength is expected in 2019 with 2.5% GDP growth anticipated.

While the housing sector slumped in 2013 and 2014, the non-residential sector continued to show strength. Preparation of venues for the 2015 Pan Am Games in Toronto and Hamilton has provided economic stimulus to the Toronto CMA leading up to the July 2015 event. As well, revitalization of the Queen's Quay area and Union Station, LRT expansion along Eglinton, Sheppard and Finch Avenues and the Toronto-York Spadina Subway extension are large projects that will continue to support the local construction industry. As the following chart illustrates, the Conference Board is forecasting that Toronto CMA is expected to encounter growth of 2.8% real GDP growth in 2015 and an average of 2.8% over the 2016-2019 forecast period. The higher economic growth in the forecast period is supported by an improving U.S. economy which will in turn boost growth in many sectors including manufacturing, warehousing and transportation.

GDP Growth Rate

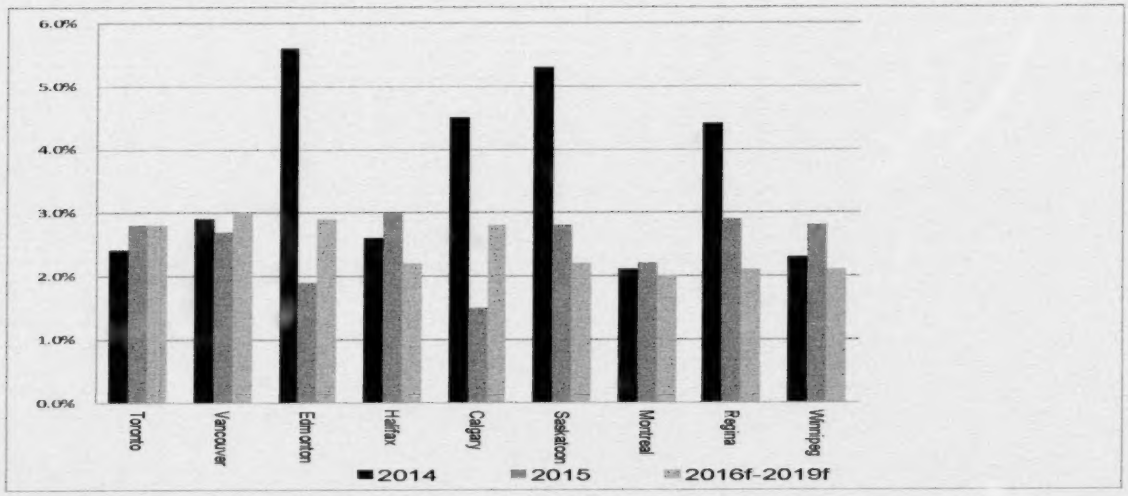
Toronto CMA



The following chart compares the economic growth of major Canadian city-regions (CMAs). Toronto is expected to have healthy growth through the forecast period.

Real GDP Growth

Major Canadian Cities (CMAs)

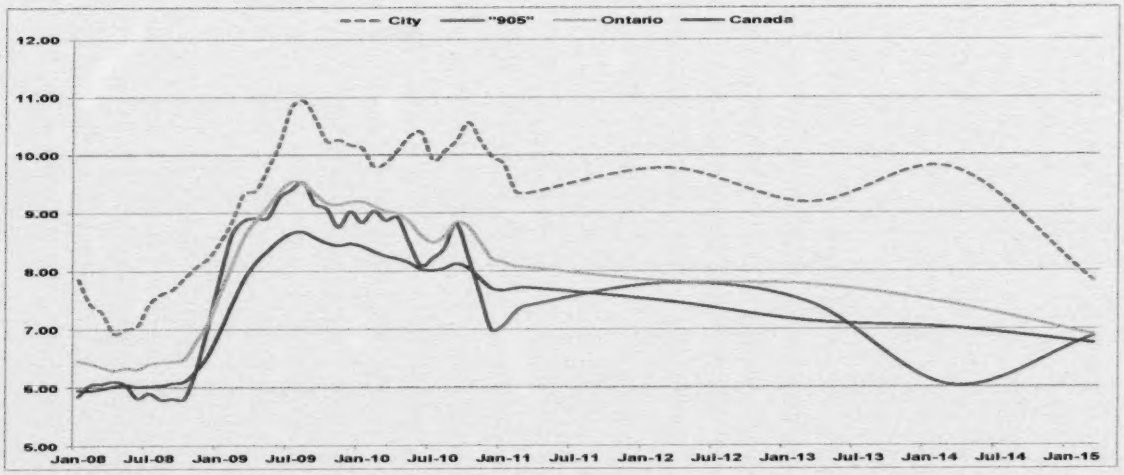


Economic Indicators

Unemployment Rate

Within the Toronto region, the city and the rest of the CMA region ("905") exhibited different economic growth patterns. In the City, job losses during the recession coupled with decreased participation rates led the city's unemployment rate to average 10% in 2009, a level not seen since the early/mid-1990s. Despite having emerged from the recession the City of Toronto's unemployment rate remained stubbornly high until mid-2014 when the unemployment rate started to decline steadily to reach a more respectable 7.8% unemployment rate (Seasonally adjusted 3-month average) by March 2015. Going forward, the City's unemployment rate is expected to continue to show slow improvement while lagging the rest of the CMA, Ontario and Canada.

Unemployment Rate Trend – 2008 to 2016
City of Toronto, 905 Municipalities, Ontario and Canada

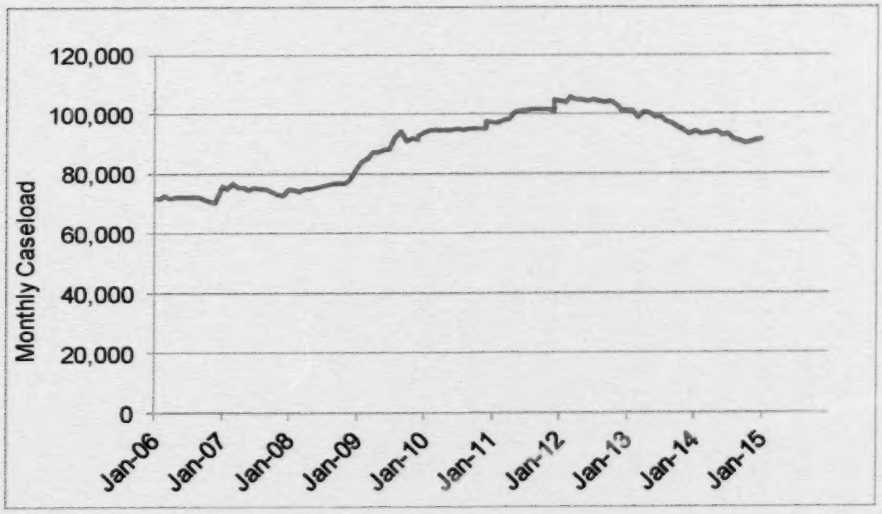


Social Assistance Caseload

The number of cases and people on social assistance are largely dependent on the unemployment rate, and to a certain extent, population and participation rate. The City's Social Assistance (Ontario Works) caseload has followed a similar historical trend as its unemployment rate (although lagging by anywhere from six to 12 months). The following chart shows the caseload trending upward until early 2012 with the rate of increase being most pronounced after the start of the last recession in 2009. Since January 2009, the number of cases rose from approximately 81,000 monthly cases to a peak of nearly 105,500 monthly cases in march 2012, before dropping back as a result of improved employment conditions to a level of 91,000 at the end of 2014.

Social Assistance Caseload

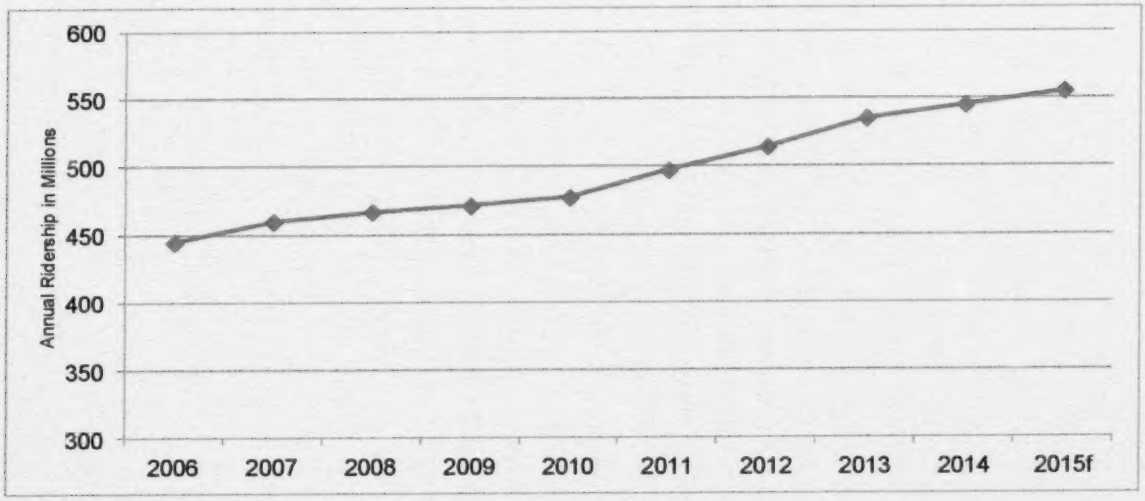
Monthly Caseload - Jan. 2006 – Jan. 2015



Transit Ridership

The Toronto Transit Commission ("TTC") established a new record for 12-month ridership of 535 million riders in 2014, representing an impressive 10 million rider increase over the 2013 ridership. Another record is projected for 2015 with a budgeted ridership of 545 million. The TTC is in the process of replacing its aging fleet and meeting future growth expectations through the procurement of new subway cars, buses and light rail vehicles. The TTC has also embarked on a number of customer service enhancements to meet the demands of the growing ridership, including the implementation of a Customer Charter, public washroom refurbishments, in-service subway car cleaning, the addition of station managers at select subway stations and the roll out of debit and credit card acceptance for Metropasses at collectors' booths.

Transit Ridership



PERFORMANCE MEASUREMENT AND BENCHMARKING INITIATIVES

To provide context when examining Toronto's service delivery performance, it is important to consider that municipal property taxes represent approximately 9 per cent of the total taxes, in all forms, paid annually by an average Ontario family to all three orders of government. These various forms of taxes include income taxes, Employment Insurance and Canada Pension Plan premiums, consumption taxes such as the GST and PST, and embedded taxes, which are included in the price of gasoline, liquor and tobacco. The discussion on Toronto's performance that follows is focussed on how Toronto utilizes its 9 per cent share of the total tax dollar, as well as what the City is doing to further improve the efficiency and effectiveness of operations.

Toronto's annual Performance Measurement and Benchmarking Report includes:

- Over 400 service/activity level indicators and performance measurement results for 36 service areas.
- Over ten years of Toronto's historical data to examine short and long term internal trends, as well as results compared externally to 13 other Canadian municipalities (ranked by quartile)
- Web links where similar neighbourhood-based data for Toronto are available through Wellbeing Toronto to complement the city-wide information in the report.
- A listing of initiatives completed in 2014 or planned for 2015 that will contribute to improving customer service, efficiency and effectiveness of services, and quality of life for residents.
- Results from various international rankings and reports issued by external organizations comparing Toronto to other international cities.

By examining our own operations and working with other municipalities through OMBI, these processes encourage Toronto's service areas to continuously look for opportunities to improve operations and performance.

Summary of Toronto's Performance Measurement & Benchmarking Results

Toronto is unique among Canadian municipalities because of its size and role as Ontario's and Canada's economic engine and centre of Ontario's business, culture, entertainment, sporting and provincial and international governance activities. Therefore, the most accurate comparison for Toronto is to examine its own year-over-year performance and longer term historical trends. Toronto's Performance Measurement and Benchmarking Report provides service/activity level indicators and performance measurement results in 36 of the City's service areas and includes up to ten years of historical data, colour-coded summaries of results, and supporting charts to describe those trends.

Despite the unique characteristics of Toronto, such as our much higher population density, there is also value in making comparisons of performance measurement results to other municipalities to assist in understanding how well Toronto is doing. Through the OMBI partnership, performance measurement results are shared between municipalities and are included in Toronto's Benchmarking Report. Toronto's results are ranked and placed in quartiles relative to the other 13 participating municipalities.

Internal Trends – Service/Activity Level Indicators

Of the 50 service/activity level indicators included in the Benchmarking Report, 90 per cent of results remained stable or increased in relation to the previous year. Examples of some of the areas in which Toronto's service levels or levels of activity have increased or remained stable in 2013 include:

- More building permits issued
- Increased library holdings
- More park land and trails added
- More registered sports and recreation programming were offered
- More transit vehicle hours were provided

Internal Trends – Performance Measures

Of the 177 performance measurement results, of efficiency, customer service and community impact included in the Benchmarking Report, 62 per cent had results that were either improved or remained stable relative to previous years.

Examples of areas in which Toronto's performance indicators improved include:

- Higher number of invoices processed by staff
- Increased commercial/industrial construction values
- Decrease in time to resolve a property standards complaint
- High rate of satisfaction with the services received from Court Service
- Increase in the number of green vehicles
- Decreased crime rates in all crime categories
- Reduction of fire-related injuries and fatalities
- Increased public transit usage

External Comparisons – Service/Activity Level Indicators

Of the 54 service/activity level indicators in the Benchmarking Report, Toronto's results were higher than the median of the OMBI municipalities for 69 per cent of the indicators. Examples from the Report where Toronto's size and higher population density require higher service levels include the:

- Highest rate of library holdings
- Highest rate of social housing units
- Highest rate of transit vehicle hours provided

Examples in the Report where results are lower in levels of service than other municipalities can often be explained by the population density in Toronto. Compared to other municipalities, Toronto has a high population density (persons per square kilometre). Municipalities with higher densities have a larger number of people that can make use of a single service, because it is convenient for them to access this service. In contrast, municipalities with lower densities require more service locations to make it convenient to access these services. For example, Toronto ranks lower in number of library hours per capita, because municipalities with low population densities require more library branches, and hence, more service hours, so that service can be provided within a reasonable distance of its residents.

External Comparisons – Performance Measures

TORONTO AGENCIES AND CORPORATIONS

Agencies

Service Agencies

- Board of Directors of the Sony Centre for the Performing Arts (Board of Directors of the Hummingbird Centre for the Performing Arts)
- Board of Governors of Exhibition Place
- Board of Health
- Board of Management of the St. Lawrence Centre
- Board of Management of the Toronto Zoo
- Heritage Toronto
- Toronto Atmospheric Fund
- Toronto Centre for the Arts (North York Performing Arts Centre Corporation)
- Toronto Parking Authority
- Toronto Police Services Board
- Toronto Public Library Board
- Toronto Transit Commission
- Yonge-Dundas Square Board of Management

Community-Based:

- 78 Business Improvement Area (BIA) Boards of Management
- Arena Boards of Management:
  - George Bell Arena
  - Larry Grossman Forest Hill Memorial Arena
  - Leaside Memorial Community Gardens Arena
  - McCormick Playground Arena
  - Moss Park Arena
  - North Toronto Memorial Arena
  - Ted Reeve Community Arena
  - William H. Bolton Arena
- Community Centre Boards of Management:
  - 519 Church Street Community Centre
  - Applegrove Community Complex
  - Cecil Street Community Centre
  - Central Eglinton Community Centre
  - Community Centre 55
  - Eastview Neighbourhood Community Centre
  - Harbourfront Community Centre
  - Ralph Thornton Community Centre
  - Scadding Court Community Centre
  - Swansea Town Hall Community Centre

Quasi-Judicial & Adjudicative Boards

- Committee of Adjustment
- Committee of Revision
- Compliance Audit Committee
- Property Standards Committee / Fence Viewers
- Rooming House Licensing Commissioner [2]
- Sign Variance Committee
- Toronto Licensing Tribunal

Partnered Agency

- Toronto and Region Conservation Authority

Corporations

City Corporations [1]

- Build Toronto Inc.
- Casa Loma Corporation
- Invest Toronto Inc.
- Lakeshore Arena Corporation
- Toronto Community Housing Corporation
- Toronto Hydro Corporation
- Toronto Port Lands Company (Toronto Economic Development Corporation)

Partnered Corporations

- Toronto Pan Am Sports Centre Inc. [1]
- Waterfront Toronto (Toronto Waterfront Revitalization Corporation)

Notes:

1. Corporations established under the Business Corporations Act (Ontario).
2. Rooming House Licensing Commissioner and Deputy are Officers, rather than an agency of the City, but in all other respects function as a quasi-judicial and adjudicative board.

Updated: September 9, 2014

Of the 148 performance measures of efficiency, customer service and community impact in the Benchmarking Report, Toronto's results are higher than the median of the OMBI municipalities for 49 per cent of the indicators. Examples where Toronto has the top/best result of the OMBI municipalities include:

- Highest rate of commercial/industrial construction values per capita
- Highest rate of library uses per capita
- Lowest cost of governance and corporate management
- Highest percentage of paved lanes rated as good/very good
- Highest rate of transit trips per capita

Toronto in international rankings and reports

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports issued by external organizations. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for the 2.8 million residents who live and work here. These comparative ranking reports must be reviewed critically, as the methodologies and data sources used are not always provided in the supporting documents. The highlights of some of the rankings are provided in the section below. More information is available from www.toronto.ca/progress/world_rankings.htm.

The Economist Ranked Toronto the Best Place to Live: 2015

Toronto ranked as the best place to live according to the Economist Intelligence Unit, a unit of the Economist magazine. The study included 50 global cities and combined the results of the 2015 Safe Cities Index, along with past rankings based on liveability and cost of living. Cities were also evaluated according to their country's ranking on business environment, democracy and global food security. Combined, the Index of Indexes places Toronto as the world's best place to live.

Toronto Board of Trade ranked Toronto fifth on their annual Scorecard on Prosperity: 2015

The Toronto Region Board of Trade released the seventh edition of its Scorecard on Prosperity, comparing Toronto's regional economy to 23 other global metropolitan areas. Toronto's results remain strong in the area of labour attractiveness and livability, but slipped down in the category of economy.

KPMG's Focus on Tax Study Ranks Toronto as World's Most Tax-Competitive Major City: 2014

KPMG's Competitive Alternatives 2014: Focus on Tax ranked Toronto first among 51 major international cities studied. The study assessed tax competitiveness by comparing various tax rates in each location including; corporate income tax, property taxes, capital taxes, sales taxes, miscellaneous local business taxes and statutory labour costs.

Grosvenor Group Ranks Toronto as World's Most Resilient City: 2014

The Grosvenor Group's Research Report: Resilient Cities, ranked Toronto as the world's most resilient city. The report studied 50 global cities and found that Toronto and other Canadian cities fared well as they were generally well governed, well planned and had good access to resources, including water and energy. The resiliency ranking was determined by assessing the cities' vulnerability to events and their ability to adapt to change and cope with adverse issues.

The World Council on City Data (WCCD) and ISO-37120 indicators

In addition to the benchmarking and performance initiatives described in the sections above, there is also a need to complement existing benchmarking work within Canada by comparing Toronto's results to other global cities. Toronto, in partnership with the Global Cities Indicator Facility based at the University of Toronto, is a member of the World Council on City Data (WCCD) and recently released a new International Standard for city indicators, or the ISO-37120. The availability of reliable and comparable indicator data as a result of the ISO-37120 certification process has afforded Toronto the opportunity to work with other global cities, who are also WCCD members, to compare, share and learn from each other on different approaches to urban issues such as gridlock, adequate city revenue tools, aging infrastructure, air quality, aging populations, youth unemployment, public safety and social inequity. The WCCD Foundation cities that are now certified with ISO-37120 designation include:

Amsterdam
Amman
Barcelona
Bogota
Boston
Buenos Aires
Dubai
Guadalajara
Haiphong
Helsinki
Johannesburg
London
Makati
Makkah
Minna
Melbourne
Rotterdam
Sao Paolo
Shanghai

The indicators currently identified by ISO-37120 cover a total of 100 indicators across a range of themes relating to quality of life indicators, as well as indicators on service levels and the outcomes or impacts that these services have on residents. The responsibility of city governments under these theme areas can vary from one country to another, as well as within a country. Federal and Provincial or State governments can play an important role in the outcomes in many of these theme areas.

Using the ISO standardized city indicators provides cities with a common language and standardized technical definitions in measuring city performance, as well as a global framework for third party verification of city data. International standardization of city data is important so that the data is reliable and useful for making meaningful comparisons among cities. Comparable data supports more informed and fact-based decision making on urban issues that are important to residents, and will enable cities to share better practices in becoming sustainable and prosperous.

WCCD data from Toronto, and other participating cities is available at www.dataforcities.org and efforts are underway to allow Toronto to compare its results relative to these other cities. Toronto's 2013 results can be found on the City's website:

Other indicator reports

The Performance Measurement and Benchmark report focuses on performance measurement results in specific service areas; however, it is by no means the only type of reporting conducted by Toronto in this area. Links to other indicator reports issued by the City of Toronto or in association with the City, are noted below:

- Management Information Dashboard (Quarterly) http://www.toronto.ca/progress
- Wellbeing Toronto (Neighbourhood Indicators) http://map.toronto.ca/wellbeing/
- Economic Indicators: http://www.toronto.ca/business_publications/indicators.htm
- Toronto Community Health Profiles: http://www.torontohealthprofiles.ca/
- Children's Report Card: http://www.toronto.ca/reportcardonchildren
- Federation of Canadian Municipalities: http://www.fcm.ca/home/resources/reports.htm
- Vital Signs (Toronto Community Foundation): http://www.tcf.ca/torontos-vital-signs

Toronto Progress Portal

The Toronto Progress Portal website (http://www.toronto.ca/progress) is an initiative intended to consolidate, in one location, multiple sets of performance and indicator data and other information that will allow users to better understand how Toronto is progressing over multiple dimensions. The Portal is still in development, using existing web functionality and will continue to evolve, but will include information or links to items such as:

- Service delivery performance
- Dashboards that describe the social and economic conditions for Toronto
- Toronto in world rankings done by third parties
- Neighbourhood level indicators (Wellbeing Toronto)
- Awards won by the City
- Customer Service Standards

Summary

The City continues to promote a continuous improvement culture in order to provide our residents and businesses with services that are as efficient and effective as possible, looking for the optimal combination of efficiency, quality and beneficial impact on our communities.

For additional information on the City of Toronto's progress please visit our website at www.toronto.ca/progress

Integrated Planning and Performance Framework

Overview

The City employs an integrated planning and performance framework that incorporates leading practices. The framework is built upon a multi-year approach designed on the principles of long term service and financial planning, priority setting, performance monitoring, evaluation and reporting. This framework, illustrated below, allows the City to enhance the effectiveness and efficiency of services that respond to public needs, while improving accountability and transparency.

As illustrated in the above triangle, on the Planning framework, Council sets the direction with its vision, mission, goals and priorities. The strategic direction determined by council forms the basis for the development of the Corporate Strategic Plan. This integrated framework enables the city to take a multi-year view to guide the service planning and budgeting process and also ensures resources are allocated to fund services and the priority actions that will contribute to achieving Council goals. On the Performance framework, there are efficiency and effectiveness metrics, and performance measurement in place to track progress on service priorities, service delivery and service levels and their resultant contribution to meeting council goals and outcomes.

The Integrated Planning and Performance Framework enables the City to:

- Focus strategic investments to achieve results and intended outcomes
- Provide increased transparency and accountability regarding the services it delivers to the public
- Take a multi-year view to guide the City's service planning and budgeting process. This approach ensures that resources are efficiently allocated to services to achieve long-term strategic outcomes
- Monitor results and impact of services; thus providing staff and Council with the added capacity to re-allocate resources based on short and long-term goals and priorities.

The Integrated Planning and Performance Framework allows City Council to achieve its vision, mission and strategic actions by monitoring performance and allocating resources and funds accordingly through the City's multi-year service-based planning and budgeting process, its budget principles and policies.

1. Council Vision for the City

Toronto is a caring and friendly city.
We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

Toronto is a clean, green and sustainable city.
We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

Toronto is a dynamic city.
As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy.

Toronto invests in quality of life.
We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

2. Mission Statement for the City Government

The Government of the City of Toronto champions the economic, social and environmental vitality of the city. The City strives to provide high quality and affordable services that respond to the needs of our communities and invests in infrastructure to support city building. The City is a leader in identifying issues of importance and in finding creative ways of responding to them.

The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

Our actions are guided by the following principles

Advocacy	We are advocates on behalf of our city's needs with other orders of government
Community Participation	We facilitate active community involvement in all aspects of civic life, both locally and city-wide
Equity	We respond to and support diverse needs and interests and work to achieve social justice

Effectiveness	We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources
Leadership	We plan for change and take a leadership role on issues of importance to the City
Partnerships	We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government
Sustainability	We integrate environmental, social, economic and fiscal perspectives in our actions

3. Strategic Actions

In 2012, a planning process was put in place to develop new Strategic Actions to complement the City's initiatives and programs over the next five years, starting in 2013 to 2018. Twenty-six strategic actions were presented that will help ensure the success of Toronto for its residents as well as strengthen the government of the City of Toronto to meet its future challenges.

The strategic themes and 26 strategic actions are summarized below:

Strategic Themes
City Building
City building views the City as a whole and focuses on investment in social and physical services and infrastructure, which are fundamental to the city's quality of life.
Economic Vitality
Economic vitality refers to the health of the city's economy and includes such factors as diversified employment, skilled workforce, competitiveness, investment and affordability.
Environmental Sustainability
Environmental sustainability encompasses principles of environmental balance and the integration of environmental considerations in our social and economic activities.
Social Development
Social development encompasses principles of social equity, social well-being and citizen engagement, and is an important determinant of healthy communities and quality of life.
Good Governance
Good governance refers to the system of municipal government in terms of its role as a democratic institution, a public policy maker and a deliverer of public services.
Fiscal Sustainability
Fiscal Sustainability refers to the City's ability to maintain its program and services while also funding its growing commitments.

Strategic Actions for 2013-2018

City Building

1. Implement Smart Urban Growth Strategies
2. Invest in Culture
3. Develop a Long-term Transportation Plan and Policies

Economic Vitality

4. Increase Employment Opportunities
5. Accelerate Economic Growth

Environmental Sustainability

6. Support Environmental Sustainability
7. Develop a Long-term Solid Waste Management Strategy

Social Development

8. Support Affordable Housing
9. Strengthen Neighbourhoods
10. Enhance the City's Quality of Life
11. Advance Toronto's Motto 'Diversity our Strength'
12. Improve Emergency Response and Prevention

Good Governance

13. Open Government by Design
14. Engage the Public
15. Strengthen Public Service Governance
16. Strengthen Intergovernmental Relationships
17. Enhance the City's Capacity to Serve Toronto's Diversity
18. Develop and Implement a Workforce Plan
19. Improve Customer Service
20. Enhance Performance Measurement
21. Improve Organizational Excellence
22. Implement Shared Services

Fiscal Sustainability

23. Update the Long-term Fiscal Plan
24. Improve Service and Financial Planning
25. Ensure State of Good Repair for Infrastructure
26. Finance the City's Growth

Toronto's Long Term Fiscal Plan

In accordance with the strategic actions, the City has developed a Long Term Fiscal Plan which identified eight major financial issues relating to Expenditures, Revenues, and Assets & Liabilities, and contained 25 financial strategies, 17 fiscal principles and five financial policies.

Implementation of the Plan

The City has made much progress since introducing the comprehensive Long-Term Fiscal Plan (LTFP) in 2005. City Council has taken many steps to implement the recommendations of the Plan, while working with other orders of government to improve the funding of capital programs such as transit, and provincial cost-shared programs.

The following LTFP Scorecard summarizes the major financial issues identified in the 2005 Plan and the current status:

LTFP Scorecard

Identified in the Long Term Fiscal Plan (2005)	Current Status	Score
Well- Managed (Expenditures)		
• City has higher costs than other municipalities	• Costs reduced	
• Demands for growth need to be adequately funded	• Expenditures growth slowed-but still growing	
• Upload of social services and transit partnership	• Social Services & Court Security upload. Restore 50% funding on OW admin costs	
	• Upload of Social Housing costs	
	• Restore 50% provincial funding for transit operating costs	
Affordable (Revenues)		
• Business taxes need to be more competitive	• Improving business competitiveness	
• Revenue growth need to match responsibilities/growth	• Revenues diversified- Provincial upload on schedule; user fees enhanced	
• Province needs to properly fund income support programs	• Secured permanent share of Fed/Prov Gas Tax	
• New revenues for City building and growth	• Share of Harmonized Sales Tax	
Sustainable (Assets & Liabilities)		
• Aging infrastructure must be replaced while minimizing debt	• 10 Year Capital Plan- More than 70% to be spent on State of Good Repair (SOGR)	
• Employee benefits and other liabilities need to be adequately funded	• Debt increase mitigated	
	• Sick Pay liability partially capped, but some liabilities still growing	

Update of the Long Term Fiscal Plan

The Long Term Fiscal Plan is currently being updated as one of 26 strategic actions of the City's 2013-2018 Strategic Plan. The revised plan is scheduled to be presented to City Council in Fall 2015.

Multi-Year Service-Based Planning and Budgeting Process

In 2011, City Council adopted the Multi-Year Financial Planning and Budgeting process that has the following key elements:

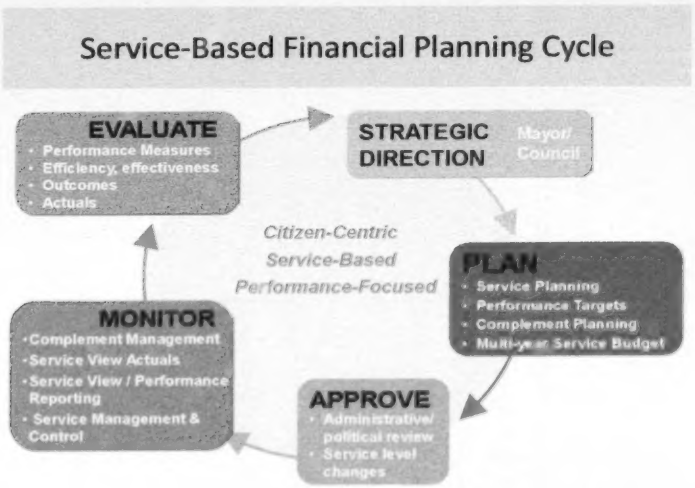
- Engages stakeholders in priority-setting through upfront public consultation;
- Has a long-term perspective for planning and budgeting that promotes service and fiscal sustainability;
- Introduces a structured service planning process that links resource allocations to service objectives and targets driven by Council priorities over a multi-year timeframe;
- Is service-based and performance-focused: it focuses budget decisions on service objectives, service levels, results and outcomes using performance targets and metrics
- Emphasizes the evaluation of service performance so that planned results are achieved;
- Establishes roles and responsibilities for Standing Committees, the Budget Committee and Executive Committee.

The City's multi-year, service-based planning and budgeting process is intended to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Council's goals and priorities for its term of office. This is accomplished by integrating (a) Service Planning and Priority Setting and (b) Multi-Year, Service-Based Budgeting are described below:

Service-Based Planning

Service Planning is a key pillar of the Integrated Planning and Performance Framework as it provides the link between strategies and budgets. It links Council's strategic goals, community, corporate and service objectives to service delivery plans and provides a tool that supports informed decision-making. A Service Plan addresses strategic issues, as well as operational issues by establishing service objectives with strategies and priority actions, targets, and performance measures to assess results.

The financial planning cycle incorporates key elements of management accountability that begins with the strategic directions established by the Mayor and Council.



The Service Planning process is guided by the following key principles:

- The service planning cycle will be aligned with Council's term of office and service plans will be reviewed in subsequent years to address emerging issues, evaluate performance, and confirm or recommend service priority changes.
- The service planning process will incorporate strategic directions and corporate priorities and will provide a link to the multi-year budgeting process for resource allocation and performance reporting through service objectives and priority actions.
- Meaningful collaboration of clients and stakeholders through upfront consultation that will provide input into the planning and budgeting process.
- Service plans will identify performance measures that will be used to assess service efficiency and effectiveness.
- Service plans will be presented on the service view (program map) structure.

Multi-Year Budgeting Process

The multi-year service based approach enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent approach to allocate resources across all services, guided by the following principles:

Based on Executive Committee's multi-year service priorities and budget targets, the 10-Year Capital Budget and Plan and the 3-Year Operating Budget and Plan will be established.

Capital and Operating Budgets will be reaffirmed each year in order to appropriate funds.

- The City Manager (CM) and Deputy City Manager & Chief Financial Officer (DCM-CFO) will review all Program and Agency Budgets to ensure that resources are allocated to service priorities efficiently and effectively; ensure compliance with budget directions, guidelines and targets.
- The Budget Committee members will conduct team member reviews of staff recommended budgets in the Fall prior to Budget Launch to determine whether services are delivered efficiently and effectively and resource requests are aligned to service priorities and meet budgetary directions and guidelines.
- The Budget Committee review process will include public deputations.
- The Tax-Supported Operating and Capital Budgets will be approved no later than mid- February (in a non-election year).
- The Rate-Supported Operating and Capital Budgets will be approved by December of the previous year (in a non-election year).

The 2015 Budget process incorporates the following key elements to support the multi-year budgeting process:

- Staff prepare and Council approves a 1-year Operating Budget with a 2-year Plan and a 10-year Capital Plan comprised of a 1-year Capital Budget with an accompanying 9-year Plan. The City's multi-year budgets establish a longer-term focus regarding the allocation of resources required to deliver the services and service levels needed by the community, and to accomplish Council's goals and priorities.

- Over the past 4 years, the City has increasingly focused its operating budget deliberations on the services and services levels provided to the public. This has moved the City from solely examining the operating budget in the traditional expenditure view. Since 2014, City Council has approved a service-based Operating Budget and 2-year Plan that has been reoriented to a service view, with key financial, complement, service level and performance information organized by the 155 services and their activities as articulated in Program Maps.

- On the capital side, the City's capital budget and plan has migrated from a 1-year budget and 9 year forecast to a 1-year budget and 9-year plan based on annual debt affordability and a focus on how investments address the City's backlog on

state of good repair while balancing service improvement and growth projects that contribute to City building objectives.

- Notwithstanding the above advancements made in multi-year planning and budgeting, the City has yet to fully implement the service planning and priority setting phase of the integrated service-based planning and budgeting process. True multi-year budgeting cannot occur in the absence of a process that establishes both an "expenditure plan" as well an "investment plan" over a longer term horizon that can guide multi-year budgets.

Reporting and Monitoring

In addition, the City is committed to establishing a common approach to the monitoring and reporting of financial and non-financial information, including complement and performance measures. The principles, protocols and practices that will guide the monitoring and reporting of budget and performance information will ensure consistency; enhance the financial management of the City's affairs; and support fiscally responsible decision-making.

Monitoring of the approved Operating Budget will occur on an ongoing basis to assess whether targets are being met, assess performance, guide decision-making and provide transparency and accountability for how resources are managed. Budget monitoring will identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to strategic goals and Council's priorities.

Pursuant to prudent financial management practices and budgetary control, the quarterly and year-end operating and capital variance reports will be submitted to Committee and Council to provide information on how approved operating and capital funds are spent, and on an exception basis, identify issues that require direction and/or decisions of City Council.

Financial Planning Analysis Reporting System (FPARS)

The Financial Planning Analysis Reporting System (FPARS) project is a complex, business transformation and technology project, initiated to design, develop and implement the systems, processes and tools for the City of Toronto integrated planning and performance framework. The project's major goal is to strengthen the foundational elements of sound financial planning, budgeting and performance management, and establish principles and best practices that will support the city's transition to a service-based, performance focussed organization.

Implementation of the financial analysis reporting system will help the City to:

- Establish a full inventory of city services that will provide the basis for organizing information on services that are relevant to the public, City Council and its Committees, and other stakeholders;

- Provide regular performance reporting on services, including a report card to City Council;

- Allow other technology initiatives to leverage the system functionality through the SAP portal;

Some of the key accomplishments of the FPARS project include:

- Full implementation of the Public Budget Formulation system, with reporting analytics, and complement planning and management functionality.
- Reengineering of the city's accounting, human resources and payroll components of SAP Enterprise Central Component, to enable service-based reporting.
- A complete inventory of city services with qualitative and quantitative service profile information.
- Configuring SAP Business Warehouse to house performance information, and implementing a Business Intelligence tool and analytics and reporting capabilities that will provide users with access to financial, complement, performance and service information that will be utilized to design dynamic reporting including dashboards.

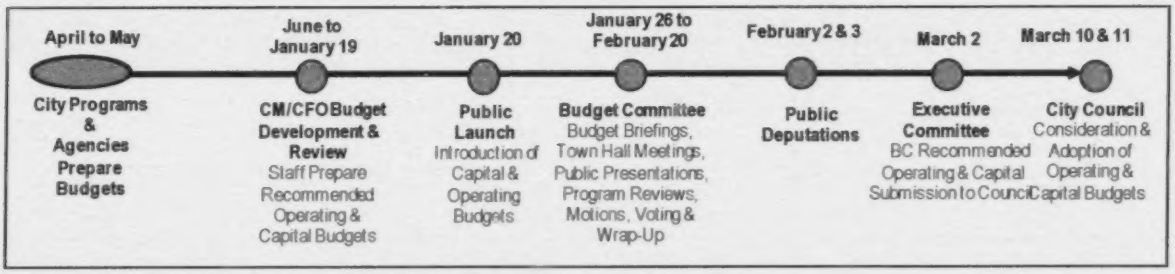
Significant efforts have been devoted to ensuring that the financial analysis reporting systems, tools and processes can be sustained, once the project concludes, through continued integration among staff in key divisions. Consultations are ongoing with respect to the business procedures and technical requirements that will help maintain useful data and effective reporting capabilities.

In the months ahead, substantial work will be completed to enhance business intelligence capabilities. New complement, accounting and payroll reports will be rolled out, and additional dynamic reporting tools will become available to facilitate analytics.

2015 Budget Process

In accordance with the City of Toronto Act, in election years, the annual budgets must be approved in the budget year. This requires an accelerated budget process to ensure timely approval of all Capital and Operating Budgets. While the 2015 Budget process has been modified to meet the timelines, every effort has been made to ensure that the key elements of a good budget process are maintained.

The Chart below summarizes the major stages and timelines of the 2015 Budget Process.


April to May
City Programs & Agencies Prepare Budgets
June to January 19
CM/CFO Budget Development & Review
Staff Prepare Recommended Operating & Capital Budgets
January 20
Public Launch
Introduction of Capital & Operating Budgets
January 26 to February 20
Budget Committee
Budget Briefings, Town Hall Meetings, Public Presentations, Program Reviews, Motions, Voting & Wrap-Up
February 2 & 3
Public Deputations
March 2
Executive Committee
BC Recommended Operating & Capital Submission to Council
March 10 & 11
City Council
Consideration & Adoption of Operating & Capital Budgets

Budget Development and Administrative Review

At the beginning of the budget process, City Programs and Agencies develop their budgets based on the directions and guidelines issued by the City Manager and Deputy City Manager & Chief Financial Officer. In collaboration with City Divisions and Agencies, the review process provides structure and consistency in establishing predictable capital spending and debt limits by focusing on project readiness and capacity to deliver, as well as assessing projects based on needs and benefits. This approach incorporates resource allocation, prioritization, evaluation of internal and external factors, and cost analysis, to arrive at a recommended budget and plan.

Committee and Council Reviews

The review of the budget during this phase incorporates public input and focuses on major fiscal and policy issues. The final stage of the budget review process ends with Council confirming and adopting a budget that will implement the City's priorities in a fiscally sustainable manner.

2015 In Year Adjustment Process

Financial Planning Division oversees in-year budget adjustment process. All budget reallocations and transfers are reported to Council through either a staff report or the Quarterly Variance reporting process. Below are the approval guidelines:

- Operating Budget expenditure reallocations / transfers impacting net expenditures between City programs and amounts greater than $500K require CFO, CM and Council approval
- Operating City expenditure reallocations / transfers that are less than $500K between services within a City program requires CFO and CM approval

- Capital budget adjustments between projects greater than $250K require Council approval

All In-Year adjustments need sign-off by Division heads or delegated financial manager before inclusion in quarterly variance report for Council approval. Note, the Q3 Variance reports are the last chance for in-year budget adjustments; any subsequent in-year adjustments should be submitted in a separate report by the Program/Agency.

2015 Budget Schedule

2015 Rate and Tax Supported Operating and Capital Budgets

January 20, 2015	Budget Committee Launch
January 26/ 27/28/ 29, 2015	Budget Committee briefings and service level review of City Programs and Agencies
February 3, 2015	Public Deputations at Scarborough Civic Centre and North York Civic Centre
February 4 -5, 205	Budget Committee program reviews
February 13, 2015	Budget Committee wrap up
February 20, 2015	Budget Committee final wrap up
March 2, 2015	Executive Committee considers the 2015 Budgets
March 10 – 11, 2015	City Council considers the 2015 Budgets

2016 Budget Process: Looking ahead

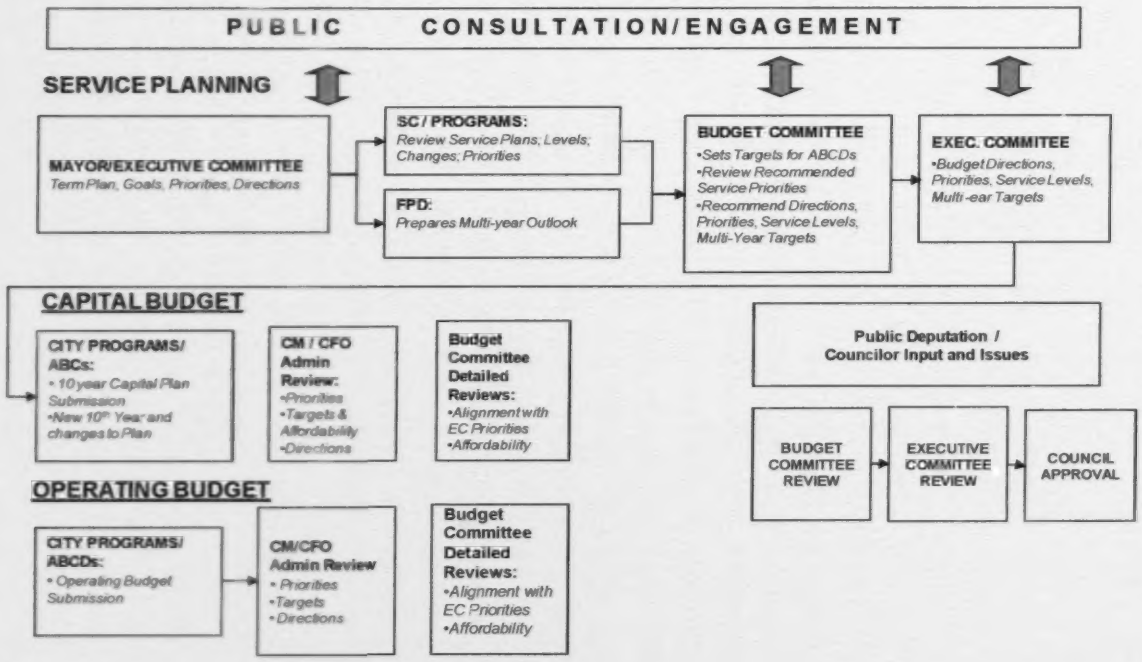
The 2016 Planning and Budgeting Process will be modified for the purpose of establishing a foundation for preparing future years' service plans and budgets. The 2016 Planning and Budgeting Process will not include service planning but a review of service levels and standards by Standing Committees in June 2015, representing the first stage in implementing the integrated service-based planning and budgeting process.

The following are the guidelines set out to accomplish the City's multi-year, service-based planning and budgeting process:

- Guided by Council's strategic directions, all Programs and Agencies will develop five-year service plans to address services provided and the infrastructure that supports those services delivered.
- Standing Committees will review service plans annually, initially to consider service policy, service level and service delivery issues, strategies and recommend service priorities and, in subsequent years, Standing Committees will also monitor service performance; assess progress against service objectives; targets and priority actions; and develop strategies to address emerging service issues and adjust service plans, as necessary.
- Standing Committees will engage the public prior to setting priorities as part of their service plan reviews.

- Budget Committee will review Standing Committee's recommended service level priorities, associated service objectives, targets and costs and assess service performance within the City's fiscal circumstances and financial outlook and recommend multi-year service priorities, budget directions and targets to Executive Committee.
- Executive Committee will set service priorities, objectives and targets together with multi-year budget targets that will guide the annual operating and capital budgeting process.

The 2016 Recommended Budget Process Schedule is summarized below:



2017-2018 Budget Process

Beginning with the 2017 process, Standing Committees will have the opportunity for extensive, comprehensive public consultation, as more than one Standing Committee meeting will be dedicated to the Service Planning stage of the multi-year service-based planning and budgeting process. Staff will be reporting back prior to the 2017 process on various public engagement activities that Standing Committees may utilize.

Building on current divisional, sectoral, business and service plans, the City will establish a common, multi-year, service-based planning framework for City Programs and Agencies to develop 5-year service plans that set both service and organizational objectives, targets and priority actions in time for Spring 2016. These service objectives are to be aligned to Council's strategic goals and actions; address key service and infrastructure drivers and provide strategies for service delivery excellence and innovation. The process will start with staff developing service plans based on the services and service levels approved in the 2016 Operating Budget as well as the capital works approved in the 10-Year Capital Plan.

With the establishment of service plans in 2017, the 2018 Service Planning and Priority Setting process will focus on the review of service performance to ensure that the service priorities, as approved with the budget, are being met and to address emergent service issues. The role of the Standing Committees will include:

- monitor program performance against approved service objectives; approved service levels;
- assess progress on achievement of targets and evaluate impacts of emerging issues;
- recommend strategies and adjustments to service plans and priorities where required to ensure that the Mayor and Council's priorities are achieved; and,
- evaluate results one service objectives have been implemented.

Budget Committee will assess service performance and any Standing Committee recommended changes in the context of the City's financial outlook and circumstances and will recommend any appropriate service changes to Executive Committee, along with the annual budget directions and fiscal targets.

In conclusion, the Multi-Year Planning and Budgeting Process incorporates best budgeting practices and principles promoted by the Government Financial Officers Association (GFOA). In particular, it incorporates the following key principles:

- Engagement of stakeholders through upfront public consultation.
- Long-term perspective - an annual Operating Budget plus 2-year Plan; and a 10-Year Capital Budget and Plan.
- Linkage of resource allocations to service objectives and establishment of targets driven by Council priorities through a multi-year service planning process.
- Service-focused and performance based budget process that focus budget decisions on service priorities, service objectives and targets, performance budgeting and outcomes.

FINANCIAL POLICIES

Overview

The City of Toronto financial policies provide the principles that will influence and direct the financial management practices of the organization. These policies provide City Divisions and Agencies with sufficient flexibility to effectively manage service delivery and capital programs for which they are accountable.

The City maintains a multi-year planning approach to the budget process, including a 10-Year Capital Budget Plan, and an annual approved Operating Budget and Two-Year Plan.

Budgeting on a Cash Basis

In compliance with the City of Toronto Act, 2006, City Council will adopt an operating budget in each year. The City of Toronto develops its operating budget on a cash-requirements basis. Revenues are on a full accrual basis, while expenses are reflected on a modified accrual basis - which includes capital expenditures, repayments of debt principal (including sinking fund contributions), and funding for agencies and corporations. The operating budget excludes the following expenses: actuarial expenses (future employment benefits, landfill closure & post-closure, and insurance claims), environmental costs, and amortization.

The operating budget approved by Council in any given year must be balanced: estimated revenues must be equal to estimated expenditures. Any in-year increase in budgeted operating expenditures or decrease in budgeted revenues that could result in a budget imbalance will require Council approval of appropriate budget revisions to ensure that the budget remains balanced.

The City also has a capital budget, which reflects capital expenditures, and does not show items acquired as assets. Capital funding sources include debt issuance, which is a liability, not a revenue for financial statement purposes.

The City also has a reserve and reserve fund budget, which reflects amounts set aside by legislation or by Council, to fund operating or capital items in the future. Where legislated, these amounts are treated as deferred revenues for financial reporting purposes, whereas Council-directed amounts are shown as allocations of accumulated surplus.

Basis of Accounting

For financial reporting purposes, the consolidated financial statements of the City of Toronto are prepared in accordance with Canadian generally accepted accounting principles (GAAP) established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants Canada ("CPAC").

PSAB requires full accrual accounting for all of a government's assets and liabilities. Revenues are recognized in the year the events giving rise to the revenues occur and the revenues are earned. Amounts received which relate to revenues that will be earned in a subsequent year, are deferred and reported as liabilities. Expenses are recognized in the year the events giving rise to the expenses occur and there is a legal or constructive obligation to pay. Since 2009, municipal governments must also record tangible capital assets, which are amortized over their useful lives. The historical cost of these assets is approximately $39B on the City of Toronto's Statement of Financial Position as at December 31, 2014.

Bridging the basis of budgeting and accounting:

Some of the differences between the cash requirements basis of budgeting and full accrual basis of accounting are:

Budget reporting	Financial reporting
Tangible capital assets shown as expenditures as acquired	Tangible capital assets shown as assets, and amortized over their useful lives
Employee benefit expenses shown as expenses as paid	Employee benefit expenses written off as earned using an actuarial calculation
Landfill, insurance and environmental liabilities recorded as paid	Landfill, insurance and environmental expenses written off as incurred using an actuarial calculation
Debt issuances shown as revenues in the capital budget	Debt issuances shown as liabilities
Principal payments on debt shown as debt charges in the operating budget	Principal payments shown as reductions of liabilities
Amounts payable to reserve or reserve funds shown as expenditures and amounts received as revenues	Similar re legislated funds, but for Council directed funds, amounts paid to or from funds eliminated.

Operating Budget Policies

Multi-Year Service Based Budgeting

Multi-year operating budget is prepared for a three-year period and approved for a one-year period during the annual budget process, in order to ensure compliance with the City of Toronto Act 2006. The budget for each year must include a base amount (Base Budget) that projects costs for the multi-year period of maintaining the current year's services and service levels.

a) Service Based View

The Operating Budget shall be presented on a service view basis to provide more relevant information to the public in order to facilitate the assessment of service performance and guide meaningful discussion on service issues.

b) Budget Adoption

In compliance with the city of Toronto Act, 2006, City Council will adopt a one-year operating budget each year. The municipal tax rates will also be set by council annually. In the second year, and each subsequent year to which the multi-year budget applies, City Council will review proposed adjustments to the budget.

c) Balanced Service Budget

The total operating budget for the City, approved by council in any given year, must be balanced; which means that estimated revenues must be equal to estimated expenditures.

Any change to the operating budget that results in adjustments to gross expenditure; total revenue and/or net expenditure (tax supported funding); staff complement count; and changes to services and/or service levels will require Budget Committee review and Council Approval to ensure that the budget remains balanced.

d) Estimates of Expenditures and Revenues

Each year, Council approves the following components of the Operating Budget, which establishes the spending limit for each Program and Agency:

i. Total gross expenditures required to fund the cost of providing services at the approved service level; and recommended staff complement;

ii. Total revenue as summed by the non-tax revenue sources; and

iii. Net expenditure, which represents the level of tax funding required to balance the Operating Budget.

e) In-Year Budget Adjustments

In-year adjustments to the approved operating budget and the impact on the following two years of the multi-year plan will be considered under the following circumstances:

- External factors such as provincial or federal impacts on the City's budget, or changes imposed by legislation.
- Unforeseen changes to forecasting assumptions that affect costs, service demand/volume, or revenue projections.
- Council-directed changes to priorities, services or service levels.
- Response to budget guidelines and directions.

f) Budget Monitoring and Reporting

Monitoring of the approved operating budget will occur on an ongoing basis to identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to Council's strategic priorities.

Variance reports will be submitted quarterly to Standing Committees and council and will include both financial and non-financial information that will assess performance, guide decision-making and provide transparency and accountability in managing resources.

Salary Cost Planning

As with any service organization, personnel costs are a significant part of the total operating budget of the city.

- The salary and benefit budget will include all known costs for collective agreements, step and progression pay increases, and fringe benefits.
- Gapping represents the amount of potential reduction in the requirement for salary dollars as a result of vacancies that will not be filled for a full year or part year, and unplanned staff turnover. Salary budgets should be adjusted for vacancies that will not be filled and for staff turnover.

Revenue Policy

The revenues received by the City of Toronto include property tax, user fees and charges, grants and subsidies, interest income and donations.

- **Diversified Revenue Sources** – Diversified and stable revenue sources will be encouraged in order to improve the city's ability to handle the impact of short-term revenue fluctuations and uncertainty, and to better distribute the cost of providing services.
- **One-Time Revenues** – One-time revenues will be used for appropriate purposes such as early debt retirement, and capital expenditures. The use of one-time

revenues to fund ongoing expenditures will be restricted to extraordinary situations, which must be approved by council on a case-by-case basis.

- **User Fees and Charges** – Where it is determined that a service provided by a program or agency confers a direct or special benefit to users of the service, the City will establish fees and charges at a level reasonably related to the full cost of providing the services, except where application of the full cost recovery principle conflicts with City Council policy objectives, or other conditions exist that would justify the exception.
- **Surplus Management** – Any operating surplus realized by the City at year-end, will be allocated to the Capital Financing Reserve Fund, and to finance any under-funded liabilities, and any other reserves or reserve funds.

Capital Budget Policies

Capital Expenditures generally include any expenditure on an asset acquired, constructed or developed with the intention of being used beyond the current budget year. Capital Expenditures also include major improvements, which alter or modernize an asset in order to substantially prolong its useful life or improve its physical output or service capacity.

A 10-year capital plan will be updated annually as part of the budget process. The 10-year plan will address capital needs that fulfil City Council's strategic priorities, maintains existing infrastructure in a state of good repair, and invests in new infrastructure to ensure sustained delivery of approved services and service levels. Key principles of the capital budget policies include the following:

- Each year City council will approve the total project cost and cash flow requirements for the fiscal year, plus future-year cash flow for multi-year projects; and will approve in principle a capital plan for the ensuing 9 years which will form the basis for preparing future years' capital budgets.
- Projects included in the capital budget and plan must be supported by business cases that must demonstrate that acquisition and / or creation of capital assets are properly planned; that capital assets are justified based on cost-benefit analysis; that the most effective financing option is selected; and that risks along with mitigating strategies are identified.
- All projects will be evaluated annually to assess readiness to proceed, including capacity to deliver and spend with a view to adjusting planned cash flow estimates to reflect actual spending experience.
- The use of debt financing will be restricted to fund long-term capital improvements. Other funding sources must be maximized to reduce reliance on debt.
- All capital projects will be prioritized based on urgency and cost-benefit implications. Projects are prioritized within the following categories:

- Health and Safety – projects that demonstrate health and safety hazards risks
- Legislated – projects that are required to comply with Provincial or Federal legislation.
- State of Good Repair –These projects provide for major maintenance of capital assets, and the repair or replacement of existing assets.
- Service Improvement – projects that support and improve service delivery.
- Growth-Related –projects that support growth and development across the city.

City Finances

Funding Sources

Funding Transfers from Other Governments

The City receives grants and subsidies from other orders of government which are mainly for mandated programs such as Social Assistance, Child Care, Public Health, Toronto Paramedic Services, Social Housing, and some Transit capital funding. These transfers represent about 27% of its Tax-Supported Operating Budget.

Reserves and Reserve Funds

Reserves and Reserve Funds are monies set aside by Council to finance future expenditures for which it has authority to spend money, to defend the City against an unbudgeted or unforeseen event that may result in a budget deficit such as an economic downturn, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements or contingent liabilities. While the reserve fund balances would appear to be a large sum, it should be noted that the majority of these funds are committed to special purposes.

Toronto Municipal Code, Chapter 227 - Reserves and Reserve Funds - provides all pertinent information regarding the City's reserves and reserve funds, including definitions, the authority to establish new reserves and reserve funds, closing out inactive reserves and reserve funds, as well as the use and administration of reserves and reserve fund monies. A link to Chapter 227 of the Toronto Municipal Code is provided below:

http://www.toronto.ca/legdocs/municode/1184_227.pdf

The City maintains approximately 300 active Reserves and Reserve Funds (including Obligatory Reserve Funds) that are classified into three major categories, namely Council-Direct Reserves, Council-Directed Reserve Funds and Obligatory Reserve Funds, or Deferred Revenues, They are sub-divided into 17 sub-categories according the nature of their purposes.

The main difference between Reserves and Reserve Funds is that earnings from the investment of Reserve Funds must be allocated to and form part of the reserve fund, while earnings from Reserves flow to the Operating Budget as investment revenue. In addition, Reserve Funds are restricted to fund specific purposes set out by bylaws, legislation or agreements.

Council-Directed Reserves and Reserve Funds

Council Directed Reserves and Reserve Funds are made up of several major categories: Corporate, Employee Benefits, Stabilization for Operations, Corporate, State of Good Repair (Capital), Community Initiatives and Donations. These funds have been set aside by Council to earmark revenues to finance a future expenditure for which it has authority to spend money, to defend the City against "rainy days", e.g. economic downturn or other extraneous reasons resulting in a budget deficit, to smooth

out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements.

Deferred Revenues/Obligatory Reserve Funds

Funds that are set aside for specific purposes by legislation, regulation or agreement and may only be used in the conduct of certain programs or the completion of specific work are reported as Deferred Revenues (but are also known as Obligatory Reserve Funds). These include funds received from the other orders of government, Development Charges or third parties earmarked for certain purposes, e.g. Transit, Social Housing, Parkland Acquisition, Long Term Care Homes and Services. These amounts are recognized as liabilities in the year the funds are deposited, and received into revenue in the fiscal year the related expenditures are incurred or services performed. These funds are all committed, some of which will be used to fund some of the City's priority capital needs like transit expansion, and are not available at Council's discretion.

Reserve Sub-Categories

Corporate - Reserves that provide funding for capital and operating items of a corporate nature. The Reserves with the largest balances are: Capital Financing, Working Capital and Vehicle & Equipment Replacement.

Stabilization – Reserves that provide funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures. The stabilization reserves with the largest balances are: Water/Wastewater, Assessment Appeal, Social Housing and Tax Rate.

Donations – Reserves that provides funding for various projects.

Council Directed Reserve Fund Sub-Categories

Employee Benefits – Reserve Funds for the employee benefit costs of employees and retirees, as directed by Council. The reserve funds with the largest balances are: Employee Retiree Benefits, Sick Leave and Worker's Compensation.

Corporate - Reserve Funds for capital and operating items of a corporate nature, as directed by Council. The reserve funds with the largest balances are: Strategic Infrastructure Partnership, Land Acquisition and Ontario Bus Replacement.

Community Initiatives - Reserve Funds that provide funding for a variety of grants programs, as directed by Council. The reserve funds with the largest balances are: Childcare expansion, Capital Revolving – Affordable Housing and Childcare Capital Cost.

State of Good Repair – Reserve Funds for the rehabilitation and major repair of City assets, as directed by Council. The reserve funds with the largest balances are: Waste Management, Public Realm and Solid Waste Perpetual Care.

On a comparative basis, the City's overall reserve fund balance on a per capita basis is much lower than those in other Ontario jurisdictions. Toronto's 2013 reserve per capita of $1,261 was considerably less than the rest of the GTA ($2,576), and 74% of the provincial average ($1,702). The City has established long-term reserve strategies for major reserves, e.g. employee benefits reserves, landfill sites and water and wastewater stabilization reserves, and make sure that adequate funds are in place, by determining needs and establishing contribution policies.

Obligatory Reserve Fund Sub-Categories (Also known as Deferred Revenues)

Development Charges – Reserve Funds that hold funding received from real estate developers that will be used to offset the capital cost of providing growth-related municipal infrastructure that may be required as a result of the new development. The reserve funds with the largest balances are: Transit, Sanitary Sewage/Water and Parks & Recreation.

Community Services – Reserve Funds for specific community services by legislation, regulation or agreement. The reserve funds with the largest balances are: National Child Benefit and Social Housing Federal.

Parkland Acquisition/New Development – Reserve Funds that hold funding received from real estate developers to provide funding for the acquisition of parkland and/or other public recreational purposes, including the erection of buildings and the acquisition of machinery for park or recreational purposes. The reserve funds with the largest balances are: Alternative Parkland Dedication, City-Wide Land Acquisition and City-Wide Development.

Third Party Agreements - Reserve Funds that provide funds for purposes established in agreements with a third party. The reserve funds with the largest balances are: Section 16 and Golden Mile Transportation Improvement.

TTC Funds – Funds received from Other Orders of Government that are specific to public transit expansion. The reserve funds with the largest balances are: MoveOntario 2020, Toronto-York Spadina Subway Expansion and Canadian Strategic Infrastructure.

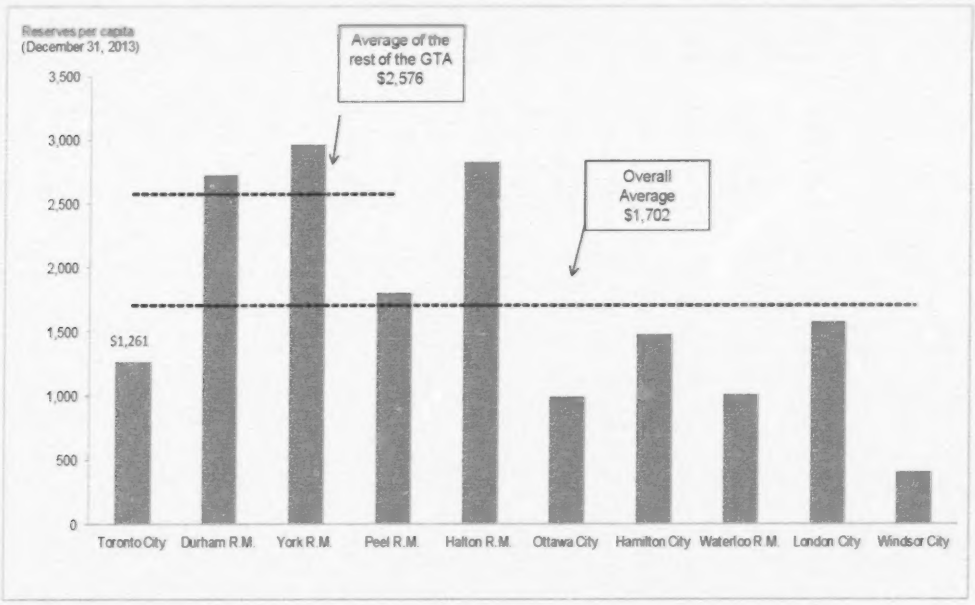
State of Good Repair – Reserve Funds that are set aside by reason of legislation, regulation or agreement for the rehabilitation and major repair of City assets. The reserve funds with the largest balances are: Building Code Act Service Improvement, and Harbourfront Parkland.

Water/Wastewater – Reserve Funds that are set aside by reason of legislation, regulation or agreement for water/wastewater Reserve Funds capital projects. The reserve funds with the largest balances are: Wastewater Capital and Water Capital.

Parking Authority - Reserve Funds that are set aside by legislation, regulation or agreement with the Toronto Parking Authority. The reserve funds with the largest balances are: City Parking Payment- In-Lieu and Parking Authority Shopping Mall Rented Properties.

Planning Act – Reserve Funds that hold and dispense funds collected under the Provincial Planning Act. The reserve funds with the largest balances are: Section 37, Section 45 and Transportation Cash-in-Lieu.

Per Capital Total Capital Reserves and Reserve Funds



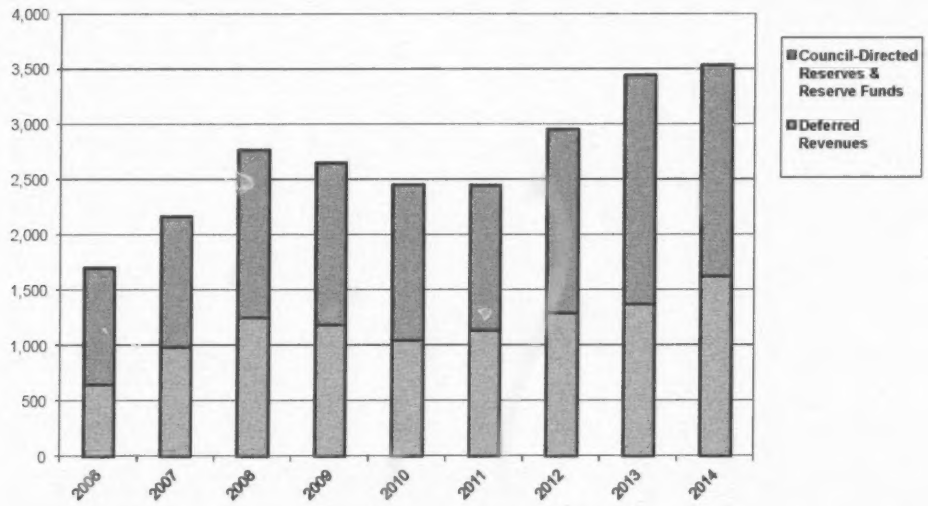
- Source: Ontario Ministry of Municipal Affairs & Housing - 2013 FIR
- Regional data consolidated for upper and lower tiers
- Balances include Obligatory Funds/Deferred Revenues

The City's reserve and reserve funds stood at $3.5 billion as at December 31, 2014, consisting of $938 million in Council-Directed Reserves, $985 million in Council-Directed Reserves Funds and $1.619 billion in Deferred Revenues (also referred to as Obligatory Reserves Funds). A more detailed breakdown of the City's reserves and reserve funds is provided below:

	DEC 31, 2012 Actual ($000s)	DEC 31, 2013 Actual ($000s)	DEC 31, 2014 Actual ($000s)
Reserves			
Corporate	614,422	789,277	574,422
Water & Wastewater	80,816	135,350	142,589
Stabilization	115,700	183,026	219,528
Community Initiatives	23	0	0
Donations	1,079	1,274	1,285
Total Reserves	812,040	1,108,927	937,824
Obligatory Reserve Funds			
Development Charges	372,019	380,750	526,735
Commnuity Services	70,745	72,915	71,580
Parkland Acq / New Development	194,081	264,053	319,507
Third Party Agreements	33,932	12,914	9,902
Public Transit Funds	272,203	195,779	137,096
State of Good Repair	42,188	37,671	52,313
Water / Wastewater	156,017	236,792	302,983
Parking Authority	11,833	9,071	9,106
Planning Act	137,030	154,167	189,660
	1,290,048	1,364,112	1,618,882
Council Directed Reserve Funds			
Employee Benefits	173,628	212,105	234,255
Corporate	431,626	491,743	475,226
Community Initiatives	70,867	71,540	73,496
State of Good Repair	168,614	191,508	201,798
	844,735	966,896	984,775
Total Reserve Funds	1,954,046	2,331,008	2,603,657
Grand Total - Reserves & RFs	2,438,605	3,439,935	3,541,481

The following chart shows the historical trend of reserve and reserve fund balances since 2004. While the overall trend had been rising, there was a brief dip between 2009 and 2011 after the recession. The most recent rebound between 2011 and 2014, is due to accumulation of Parkland Acquisition and Development Charges Reserve Funds, and large operating surplus funds being directed to the Capital Financing Reserve to fund future transit and transportation projects, as well as to other underfunded Reserves and Reserve Funds, as mandated by the City's Surplus Management Policy.

City's Reserves and Reserve Funds ($Millions)



User Fees

User fees are the City's third largest source of funding for the Operating Budget after Grants and Subsidies from Other Governments. Excluding Rate-Supported Programs, the City collects over $1.7 Billion in user fee revenues annually through approximately 3,000 individual user fees. The largest component is TTC passenger fares of $1.2 Billion, which generates about 67% of the TTC's operating funding.

As a result of a comprehensive User Fee Review in 2011, City Council approved a new corporate policy for establishing the initial and annual price of a user fee and determining the amount that should be recovered.

A new funding system for Solid Waste Management Services, the volume-based rate structure, was implemented November 1, 2008 to fund the service objective of 70% waste diversion. This funding plan transforms Solid Waste Management (garbage, recycling, green bin, litter prevention, landfill management and other diversion programs) from being property-tax-based to user-fee-based. Its fees are now part of the City's Utility Bill, together with the water charges. The entire Solid Waste Management

program is now funded from revenue other than property taxes (representing user fees, funding from Waste Diversion Ontario, and sales proceeds from recyclable materials).

Development Charges

Development charges are fees collected from developers at the time a building permit is issued and represent an important source of funding for the Capital Budget. The fees help pay for the cost of growth-related, eligible capital projects (and related operating costs). Most municipalities in Ontario use development charges to ensure that the cost of providing infrastructure to service new development is not imposed on existing residents and businesses in the form of higher property taxes.

City Council adopted a new Development Charges Bylaw on October 8-11th, 2013, in accordance with the requirements of the Development Charges Act, 1997 and related Regulations, with higher rates - 75% increase in residential rates and 25% for non-residential rates. In order to mitigate the potential adverse effect of the higher development charges on the rate of development in the City, the new by-law includes a schedule to phase-in the adopted rates over a two year period.

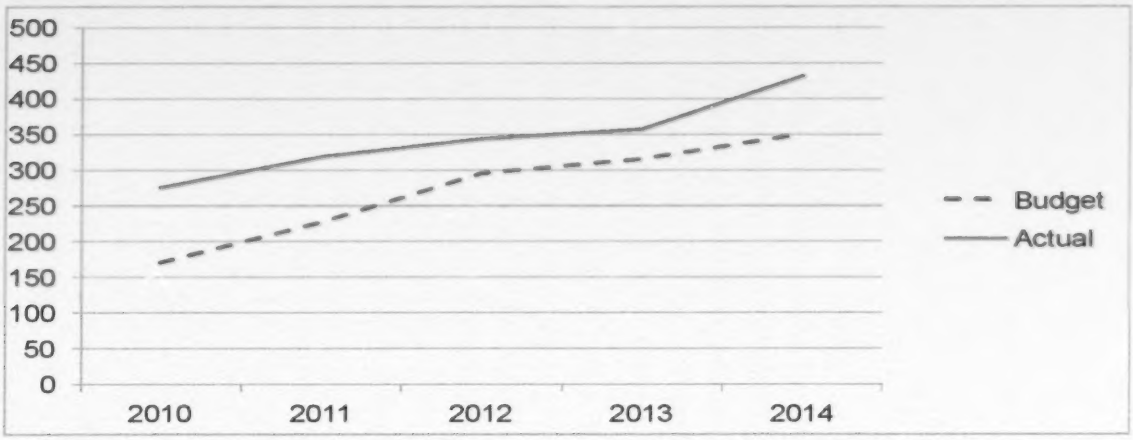
The following categories of services are eligible for varying pre-determined portions of development charge revenues:

- Spadina Subway Extension -8.0%
- Transit (Balance) – 26.1%
- Parks and Recreation – 16.2%
- Library – 4.5%
- Subsidized Housing – 3.7%
- Police – 2.1%
- Fire – 1.0%
- Emergency Medical Services – 0.6%
- Development-related Studies -0.8%
- Civic Improvements – 0.6%
- Child Care – 1.0%
- Health – 0.2%
- Pedestrian Infrastructure 0.2%
- Roads & Related 13.5%
- Water – 11.0%
- Sanitary Sewer – 8.3%
- Stormwater Management – 2.2%

Note: Percentages relate to Development Charges for a Two Bedroom and Larger Apartment on November 1st, 2014.

Municipal Land Transfer Tax

Budget vs. Actual Revenue ($Million)



City Council approved the Third Party Sign Tax in 2009. Implementation of the tax, however, was delayed by a court challenged from the outdoor advertising industry. After a favourable court ruling in 2012, the City began a retroactive collection of sign tax revenues for the period from 2009 to 2012. In 2013, City Council approved a plan to use retroactive and future Third Party Sign Tax revenues, which generates approximately $11 million per year, to boost Arts & Culture funding.

Property Tax

Property tax revenue is the City's single largest source of revenue. The City collects $3.9 billion from residential and business property owners for municipal purposes, which represents 39% of its total tax-supported Operating Budget.

Each year, the City is required by provincial legislation to establish tax rates that raise property tax revenues in the amount of the City's budgetary requirement. In addition, the City is also required to levy and collect property taxes for school purposes at the education tax rates set by the Province.

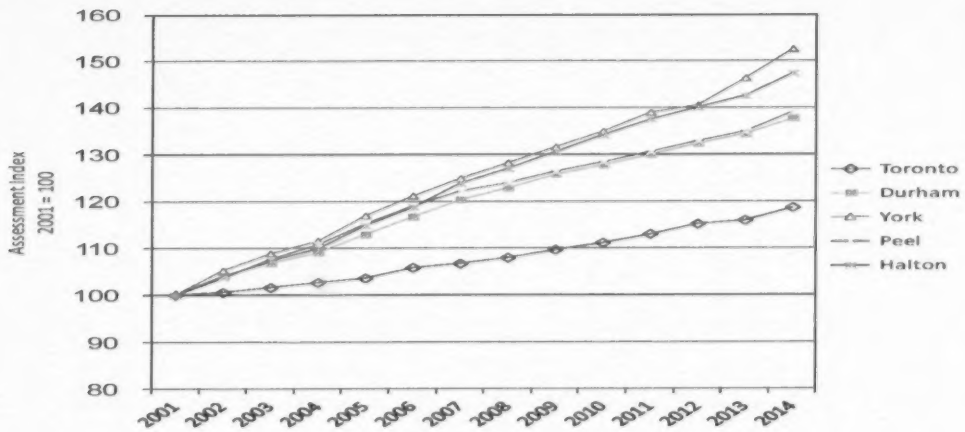
The amount of property taxes payable by a property is determined by multiplying the Current Value Assessment (CVA) of a property by the applicable tax rate for that class of property (e.g., residential, commercial, industrial, or multi-residential) subject to any legislative or Council-mandated adjustments. The total tax rate for a class consists of a municipal tax rate necessary to meet the City's budgetary requirement and the education tax rate necessary to raise the amount required by the Province for education funding.

The Municipal Property Assessment Corporation (MPAC), a provincial agency, is responsible for property assessment in Ontario and preparing the assessment rolls for municipalities on a CVA basis. The CVA of a property represents an estimated market value, or the amount that the property would sell for in an open market, arm's length sale between a willing seller and a willing buyer at a fixed point in time.

Over the last two decades, the GTA experienced quite remarkable economic and population growth following the recession of the early 1990s. The Toronto region (CMA) contains a number of the fastest-growing municipalities in Canada. The bulk of the new

construction and the associated assessment increases are located in the surrounding areas in the GTA. For example, from 2001 to 2014 the rest of the GTA had cumulative assessment increases in excess of 35%: York Region: 53%, Halton Region: 47%, Peel Region: 39%, and Durham Region: 38%. By contrast, Toronto's property assessment in 2014 is just 19% above its 2001 level, partly due to the conversion of certain industrial properties into residential properties. This trend is illustrated in the chart to follow:

Property Tax Assessment Growth 2001 to 2014

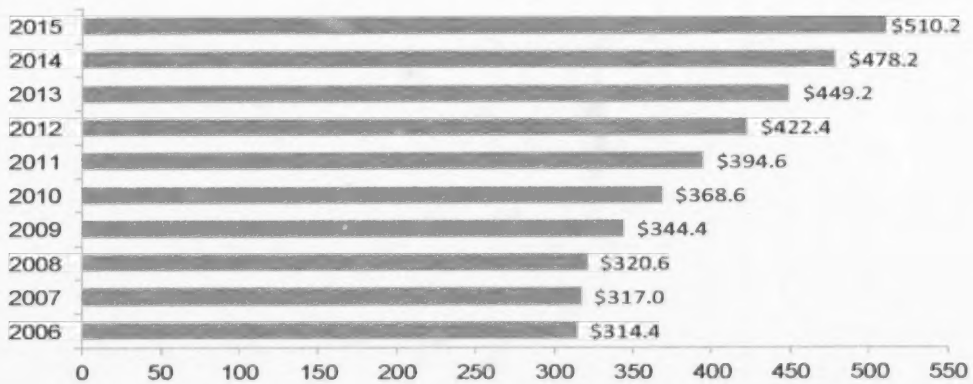


Property Assessment

The following chart depicts the total value of all property classes of the City of Toronto's current value assessment in each of the years from 2006 to 2015.

Total Property Assessment Values

City of Toronto 2006-2015



Beginning in 1998, Ontario municipalities whose commercial, industrial or multi-residential tax ratios exceed threshold ratios established by the Province, were restricted from passing on municipal property tax levy increases to those classes. In Toronto, tax ratios for the commercial, industrial and multi-residential tax classes all exceed the provincial thresholds, as shown in the following chart. In years prior to 2004, this meant that no municipal levy (budgetary) increases could be passed on to these classes as the tax ratios exceeded the threshold limits. This meant that instead of accessing the full assessment base, the City could increase tax rates only on the residential class at the time.

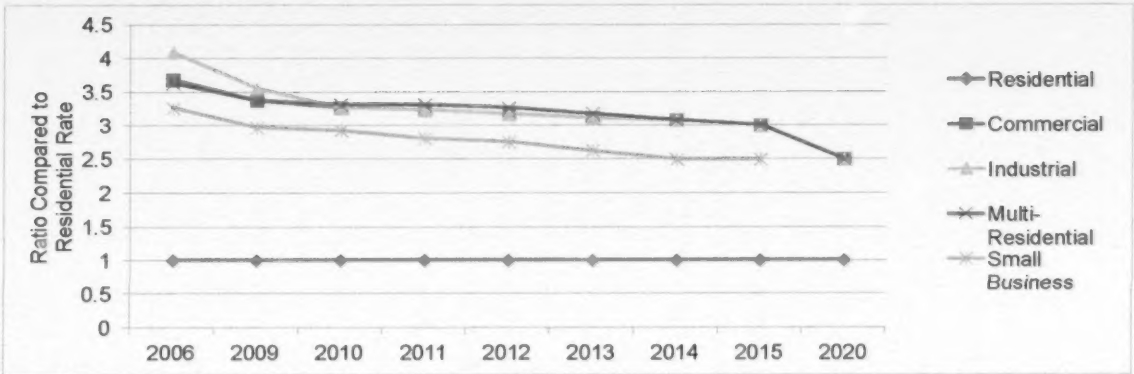
Toronto's Tax Ratios vs. Provincial Threshold Ratios

	Taxation Years										
	2006 Taxation Year	2007 Taxation Year	2008 Taxation Year	2009 Taxation Year	2010 Taxation Year	2011 Taxation Year	2012 Taxation Year	2013 Taxation Year	2014 Taxation Year	2015 Taxation Year	Provincial Threshold Ratios
Multi-residential	3.635	3.546	3.469	3.380	3.316	3.316	3.316	3.224	3.118	3.056	2.74
Commercial	3.674	3.584	3.506	3.373	3.267	3.237	3.212	3.160	3.118	3.056	1.98
Commercial Small			3.410	3.265	3.108	3.020	3.070	2.997	2.922	2.837	1.98
Industrial	4.090	3.920	3.740	3.547	3.375	3.237	3.212	3.160	3.118	3.056	2.63

Since 2004, the Ontario Government has introduced regulations making adjustments to the municipal rules under the Ontario Property Tax System, which amongst other things, allowed tax rate increases on the non-residential classes to be no more than 50% of the tax rate increase for the residential tax class. Although the relaxing of the restriction on non-residential classes is not permanent, it does provide partial relief from the budgetary levy restrictions imposed by Provincial legislation.

In late 2005 Council approved a comprehensive property tax policy "Enhancing Toronto's Business Climate - It's Everybody's Business" to improve the business climate in the City. In 2006, Council implemented the policy of limiting municipal tax rate increases within the Commercial, Industrial, and Multi-Residential tax classes to one-third of the residential tax rate increase (i.e. a 3% residential tax increase would result in a 1% non-residential tax rate increase).This measure was designed to reduce non-residential tax ratios to 2.5 times the residential rate over 15 years. In addition, the policy provided for an accelerated tax rate reduction for neighborhood retail and small businesses that will see their tax ratios fall to 2.5 times residential within ten years (2015).

Businesses Tax Rates Have Been Reduced



Other City efforts to enhance competitiveness have resulted in a successful agreement with the provincial government to reduce Business Education Tax (BET) rates for the City of Toronto businesses closer to the average of the surrounding GTA municipalities, creating a new, fair water rate structure for industrial and manufacturing companies and continuing the relief of development charges for the city's commercial industry.

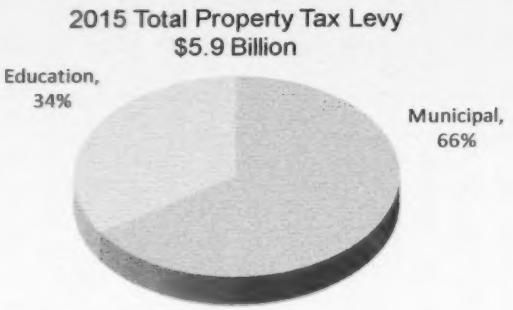
The Municipal Act and the City of Toronto Act mandates limits on re-assessment related tax increases to 5% per year for the commercial, industrial and multi-residential property classes. The amount of tax revenues foregone as a result of this cap, however, is fully recovered by an equivalent amount that is clawed-back from properties facing tax decreases.

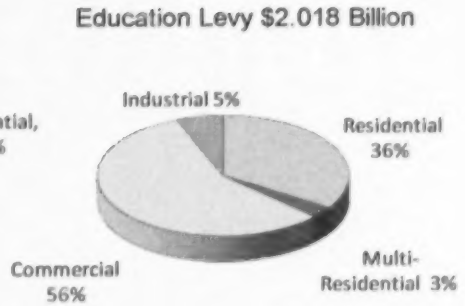
Special provisions to provide tax relief for low-income seniors and disabled persons, as well as charities and similar organizations, are also in place. Tax relief policies in effect for 2015 include:

- The cancellation of any tax increase for seniors aged 65 or older, or disabled person living with a household income of $38,000 or less, who have occupied their home for at least one year, and the home's assessed value is equal or less than $715,000.
- The interest free deferral of any tax increase for seniors aged 65 years or older, or aged 60-64 years and receiving a Guaranteed Income Supplement and/or Spousal Allowance, or aged 50 years or older and receiving either a registered pension or pension annuity, or disabled persons, receiving support from one or more specified disability programs, whose household income is $50,000 or less, and have owned the property for at least one year.
- A 40% rebate of taxes paid for registered charities owning or occupying space in commercial or industrial properties and meeting other conditions of the program

As part of the 2015 Budget, City Council requested that the Treasurer, in consultation with the Executive Director, Social Development, Finance and Administration, review the property tax increase, deferral and cancellation programs to determine the most appropriate income levels for eligibility and whether or not the eligibility levels should be indexed.

City of Toronto Property Tax Levy





	2015 Tax Rate	2015 Property Tax
Municipal Purposes	0.5106037%	$2,680
Education Purposes	0.1950000%	$1,023
Total	0.7056037%	$3,703

Other Taxation

The City of Toronto is the only Ontario municipality with the legislative authority (City of Toronto Act, 2006) to allow it to levy taxes other than property taxes. The Municipal Land Transfer Tax (MLTT) was implemented on February 1, 2008, and Personal Vehicle Tax (PVT) on September 1, 2008. In 2010, the two taxes brought in revenues in excess of $320 million, or approximately 3% of the total tax-supported Operating Budget. On December 16, 2010, however, City Council approved the termination of the City's Personal Vehicle Tax (PVT) effective January 1, 2011.

MLTT revenues continue to exceed expectations. In 2014, MLTT net revenues reached $432 million, as continued low mortgage rates have helped to keep housing sales strong in the City of Toronto. The chart to follow illustrates how actual revenues from 2010-2014 compared with budget revenues.

CAPITAL FINANCING AND DEBT

The City borrows money to finance capital expenditures. It cannot borrow to finance operating expenditures under the City of Toronto Act. The goal for capital financing is to maximize all funding from external sources, including federal and provincial governments, development charges, donations and reserve funding, before using City's own revenue sources, namely operating contribution and issuance of debt. Toronto has enjoyed relatively low debt levels; however, in light of the growing capital infrastructure needs, there is a sizeable and growing gap between future capital expenditure needs and ongoing sustainable revenue sources. The City does not have the fiscal capacity for all necessary growth related expenditures, e.g. TTC and Transportation Services needs, etc. For the next ten years, the TTC is projected to make up the majority of the new debt required to fund the City's capital requirements, most of which is for new infrastructure and enhancement projects rather than state-of-good-repair projects.

The City has implemented a framework for developing multi-year capital and operating budgets, and ensured that limited resources are aligned to priorities to maximize the benefits for Toronto's residents.

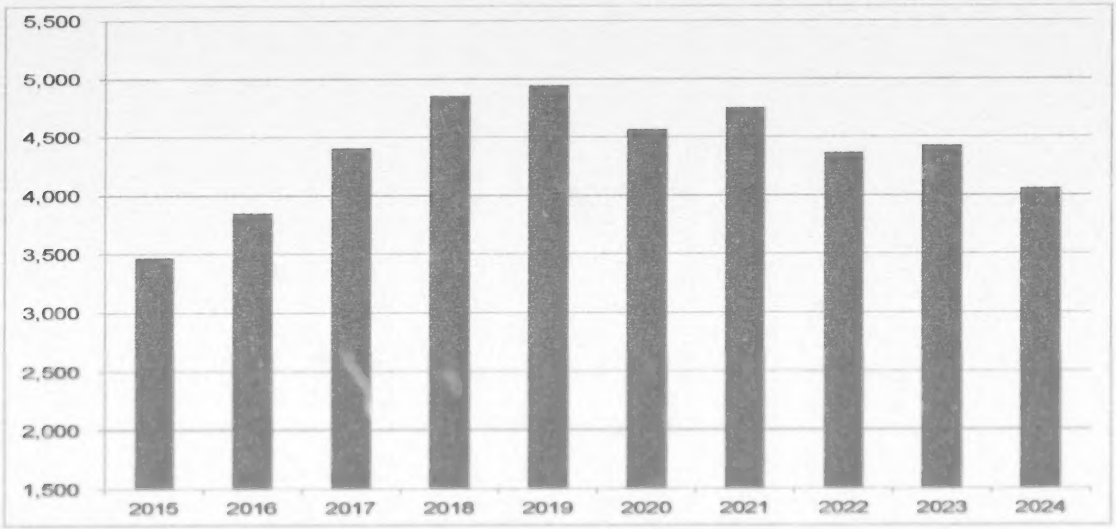
The City in 2010 refinanced parts of its current and future debt by paying down existing debt, and borrowed funds for selected projects on 30-year terms as opposed to the usual 10-year term. The 30-year debt was used to finance long-term assets and more closely match the life span of the infrastructure being built or purchased, e.g. subway tunnels and subway cars.

As well, the City used the proceeds of a Toronto Hydro promissory note that it held, to pay down approximately $600 million of existing debt by prepaying the City's sinking fund.

Even with the above-noted actions, estimates showed that the City's net long-term outstanding debt would increase from $3.5 billion at the beginning of 2015 to peak at approximately 4.9 billion in 2019, and decrease to $4.1 billion by 2024 as shown in the chart below.

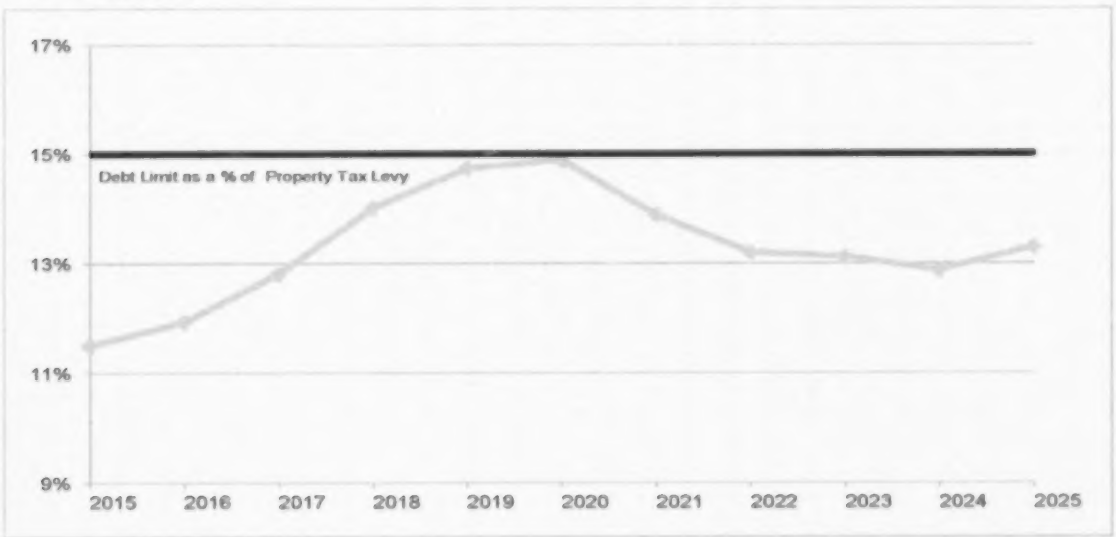
City of Toronto Net Debt (Including Scarborough Subway)

($ Millions)



City Council has ultimate authority in setting borrowing restrictions as the City of Toronto is exempt under the City of Toronto Act, and is not subject to the Provincial Municipal Act requirement that generally limits long-term borrowing of other municipalities to 25% of most own-source revenues (excluding development charges). Nevertheless, the City of Toronto's debt service limit is well under the Provincial standard.

City Council previously approved a debt service limit such that the debt service cost (annual principal and interest payments) should not exceed 15 per cent of property tax revenues in a given year. This limit means that at least 85 cents on each tax dollar raised is available for operating purposes. As shown in the chart to follow, the City is expected to stay below the 15% debt charges to Property Tax Levy ratio limit over the next ten years.



The 2015-2024 Tax-Supported Capital Budget and Plan required an additional $2.1 billion in new non-debt funding to address primarily TTC and Transportation Services' capital needs. Financing requirements were needed to fund projects that were approved as part of the 2012, 2013 and 2014 Capital Budgets and new/increased capital projects included in the 2015 – 2024 Capital Budget and Plan.

CAPITAL MARKET AND INVESTMENT ACTIVITIES

Investment Activity

The City owns and manages the General Group of Funds and the Sinking Fund, each having specific goals and objectives. The General Group of Funds portfolio is composed of two individual funds (the Bond and Money Market Funds) that are managed interactively. The Bond Fund is positioned to fund the City's future reserve and reserve fund requirements and therefore takes a longer view of the market. The Money Market portfolio is primarily focused on ensuring that adequate liquidity is maintained to meet the immediate cash flow requirements of the City's daily operations. The Sinking Fund is for the use of retiring the City's debt as it becomes due and payable. The City also manages other smaller funds where the assets are not owned by the City (e.g. Trust Funds).

Investment earnings compose of the annual earned interest income and capital gains/losses that are realized on each portfolio. In 2014, investment earnings on the City's managed funds totalled $143.7 million. The earnings were allocated to the operating budget ($120.1 million) and reserve funds ($23.6 million) according to the Council approved interest allocation policy.

The 2014 distribution of investment earnings is summarized in the following table:

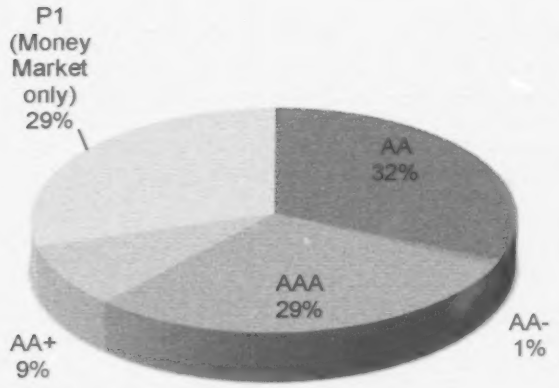
Portfolio	Average Capital Balance	Earned Income	Return on Capital
1. Bond Fund	$2,407.8	$110.3	4.6%
2. Money Market	$2,639.4	$33.4	1.3%
Total General Funds	$5,047.2	$143.7	2.9%

The $143.7 million in investment revenue generated in 2014 was higher than the $142.3 million generated in 2013. The small increase was due to a higher fund balance which was partially offset by lower interest rates.

The City's General Fund continues to exhibit high credit quality and liquidity, especially during extended periods of economic turbulence and market turmoil. A pie chart follows showing a breakdown of the credit quality of the General Fund's investments.

Credit Quality – Total General Fund

As at December 31, 2014



Markets Review and Outlook

In 2014, Canadian inflation was strong in the first half of the year but offset by a mostly flat second half. Interest rates continued to decline drastically. Government of Canada 10-year yields declined almost 100 basis points. The decline in yield was heavily influenced by the decline in European yields on concerns about deflation, anticipation of a response by the European Central Bank and political risk aversion. Later in 2014, the decline was also influenced by significantly falling oil prices and increasing questions about whether the US Federal Reserve would raise rates.

In August 2014, oil prices began a steep decline. The price of oil became an increasingly important driver of bonds in the second half 2014 and into 2015.

The Canadian dollar continued to be weak in 2014. The currency's depreciation accelerated in the second half of 2014 as oil prices fell, a pattern that continued into 2015 after the Bank of Canada surprised investors by cutting rates to 0.75%.

In 2015, interest rates are expected to stay at low levels which will continue to negatively impact investment earnings.

Capital Financing Activity

During 2014, the City issued $600 million in the public capital market of the $900 million that was approved for the year. It consisted of $300 million in 10-year debentures and $300 million in 30-year debentures.

For 2015, a debt issuance of $900 million was again approved by Council but due to the City's non-debt funding strategy, only $600 million in debt is now expected to be issued.

Aligning the term-to-maturity of the City debt issuance to match the economic life of the City's infrastructure assets and providing liquidity to investors through larger bond issues are very important features of the City's debt issuance program. The program

has been structured to issue debt with 10 and 20 year terms as well as the ability to reopen bond issues, depending upon capital market conditions.

The City continues to monitor the domestic and international capital markets as well as evaluating alternative financing vehicles to identify opportunities to achieve the lowest cost of capital possible in 2015.

PHYSICAL INFRASTRUCTURE

The City owns a significant amount of physical assets - comprising roads, expressways, bridges, traffic signal controls, water and wastewater treatment facilities, distribution and collection pipes, reservoirs, pumping stations, subways, streetcars, buses, civic centres, recreation facilities, public housing buildings, parkland and other lands. This infrastructure, excluding land, is currently estimated to be worth in excess of $74 billion. The City's capital program is driven largely by the costs of maintaining these physical assets in a state of good repair.

City's Physical Infrastructure

Transportation	$11 Billion
Public Transit	$14 Billion
Water & Wastewater	$28 Billion
Buildings, Facilities and Fleet	$9 Billion
Toronto Community Housing	$9 Billion
Parkland & Other Land	$3 Billion
Total (Replacement Cost Estimates)	$74 Billion

The City's road network, the majority of which was constructed in the 1950s and 1960s, is in need of major repair and rehabilitation. In recognition of the need to reduce the State-of-Good Repair backlog related to the City's transportation infrastructure, 80% of the 2015-2024 Capital Plan for Transportation Services is dedicated to State-of-Good-Repair projects, compared to approximately 57% across all other Programs. The City's water and wastewater network is similarly aged — the average age of the City's watermains and pipes is 55 years and nearly 20% of them are more than 80 years old. Recognizing the need to eliminate the State-of-Good-Repair backlog by 2024, City Council approved $1.4 billion in additional capital investments for Toronto Water in the 2015-2024 Capital Budget and Plan, largely funded through the approval of water rate increases of 8% for 2015, 2016 and 5% for 2017 and 2018, and 3% thereafter.

In addition, capital requirements resulting from population growth and demographic changes will add additional financial pressures. The City's 2002 Official Plan projected population growth of up to a million people in the City of Toronto, raising the population to 3.5 million people by 2031. More buses, social housing, recreation centres, etc. are required, which will put pressure on the City's capital and operating budgets to provide additional services, and build and operate new facilities.

Investment in physical infrastructure is typically funded by the following sources: federal and provincial funding where applicable, reserve and/or reserve funds, development charges, donations, operating contribution and debt. Debt is the funding source of last resort for capital purposes.

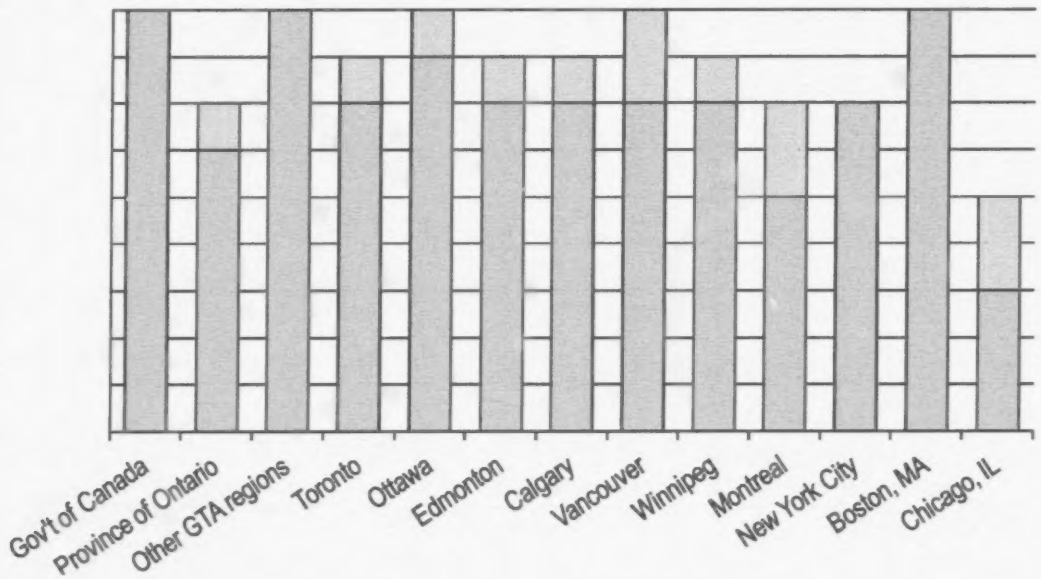
CREDIT RATINGS

The City of Toronto is recognized as an important participant in global financial markets. The maintenance of a high quality credit rating is essential to ensure that the City's ability to access the most cost-effective world capital markets will continue as it needs to borrow funds for capital purposes.

Credit rating agencies assess the City's financial position by comparing it with other cities and regions. A number of factors affect the credit rating, such as quality of management; strength of economy; level of reserves, state of repair of assets, debt levels, etc. If a municipality's current debt levels and future trends appear to be high, this will have a negative impact on its credit rating. If debt levels are considered low, this will have a positive impact. The rating essentially indicates the City's ability to make payments on the debt now and in the future.

Credit ratings affect the City's ability to borrow, as well as the cost of borrowing. A higher rating translates into a lower cost of borrowing, as well as a wider market for investors to invest in City debt. Below a certain rating, investors may have policies that don't allow them to purchase the City's debt. Then the City would have to offer a higher interest rate to attract investors.

The City's credit rating remains comparable to other large North American cities such as New York, Boston, Vancouver and Montreal.



Currently, the City of Toronto's credit ratings are:

- AA with a stable outlook from Standard and Poor's Canada (S&P's) — confirmed October 30, 2014
- Aa1 with a stable outlook from Moody's Investor Service — confirmed October 14, 2014

- AA with a stable trend from the Dominion Bond Rating Service Ltd.(DBRS) — confirmed April 2014

City of Toronto's Credit Rating History	1997 and Prior	1998-2001	2002-2015
Dominion Bond Rating Service	AAA	AA (High)	- AA (Stable)
Standard and Poor's	AA+/ AAA	AA+	- AA (Stable)
Moody's Investors Services	Aa2	Aa2	- Aa1 (Stable) (Equivalent to AA+)

Credit Rating agencies regularly issue reports respecting the industries and individual issuers. Here are some of the excerpts from those reports that generally explained the high rating held by the City of Toronto:

"We are affirming our 'AA' long-term issuer credit and senior unsecured debt ratings on the City of Toronto… The ratings on the City of Toronto, in the Province of Ontario, reflect Standard & Poor's opinion of the city's very strong economy, exceptional liquidity, low debt burden, strong financial management, and strong budgetary flexibility. The ratings also reflect our positive view of the "predictable and well-balanced" institutional framework for Canadian municipalities and moderate contingent liabilities... The stable outlook reflects Standard & Poor's expectation that Toronto's deep and diversified economy will continue to grow at healthy rates in the next two years. Liquidity should remain exceptional despite the possibility of reserve draws for capital funding. We also expect that the city's debt burden will stay well below 60% of projected operating revenues".

Standard & Poor's, October 30, 2014

"Toronto's focus on finding cost efficiencies has led to improving operating surpluses that support the city's strong credit quality and stable outlook…Toronto has demonstrated an aptitude for fiscal restraint and kept expenditure growth below revenue

growth, supporting steady improvements in the city's gross operating balance and a reduction in the use of non-recurring measures to close budget gaps."

Moody's Investors Service, October 14, 2014

"DBRS has confirmed the ratings of the City of Toronto (the City or Toronto) at AA. All trends remain stable reflective of the City's ability to levy taxes on a large, well-diversified economy, and demonstrated fiscal prudence in recent years....Encouragingly, operating expenditures declined by 2.7% in 2012, as spending was down across most departments Unfilled staffing vacancies and negotiated settlements spurred the decline, as did a milder winter which led to lower repairs and maintenance spending at the TTC and the transportation department ... Interest costs remained affordable at 2.8% of operating expenditures in 2012, and were favourable to other DBRS-rated municipalities. Liquidity remained healthy, as cash and investments (net of deferred revenue), rose to 3.3 billion at year-end 2012."

DBRS, April 24, 2014

2015 Operating Budget Overview

2015 Council Approved Tax Supported Operating Budget

SUMMARY

The City of Toronto's Council approved the 2015 Tax Supported Operating Budget on and the 2015 Rate Supported Operating Budget on March 10 & 11, 2015. This report presents the 2015 Council Approved Tax Supported Operating and Rate Supported Budgets. The 2015 Council Approved Tax Supported Operating Budget is $9.877 billion gross and $3.849 billion net (excluding the Scarborough Subway Extension special levy). The Rate Supported Budget consists of Toronto Water Services, Solid Waste Management Services and Toronto Parking Authority.

The 2015 Council Approved Tax Supported Operating Budget focuses on "Getting Toronto Moving" by improving transit services and transportation infrastructure, making key investments to help families and support for the City's most vulnerable residents through poverty reduction initiatives. In addition to maintain the current service level, the City makes new investments as directed by City Council while keeping the cost of City services affordable and a property tax increase below inflation. The major investments include support for the 2015 PanAm and Parapan American Games of $93 million, transit and transportation of $36 million and poverty reduction initiatives of $19 Million. Moreover, the 2015 Council Approved Operating Budget makes major strides in addressing the loss of Toronto Pooling Compensation for Social Housing from the Province.

For a third consecutive year, significant advancements were made in achieving fiscal sustainability by eliminating the use of prior year's surplus. Revenue sources were maximized in accordance with expenditure growth. Furthermore, the 2015 Council Approved Tax Supported Operating Budget includes a moderate TTC fare increase of 10 cents to fund service improvements and a 1.5% average tax levy increase over the 2014 budget which is below the general rate of inflation. Based on the City's tax policy, this results in a 2.25% residential and 0.75% non-residential property tax increase. With City Council approving the additional tax levy for the Scarborough Subway construction (0.50% residential and 0.17% non-residential) the overall total municipal tax increase in 2015 will be 1.8% resulting in 2.75% for residential and 0.92% for non-residential.

2016 and 2017 Plan

The City continues to face budgetary pressures in upcoming years. It is estimated that the pressure in 2016 and 2017 will be $302 million and $276 million respectively after taking into account a potential moderate tax rate, assessment growth and TTC fare increases. The pressures are primarily driven

by inflationary costs of providing prior year services and service levels including cost of living adjustments, the annualized costs for 2015 service investments and budget adjustments to address the loss of Provincial funding for Social Housing. It is critical that the City find budget adjustments and/or revenues of $44 million in 2016 and $45 million in 2017 to compensate for the loss of Provincial funding for Social Housing.

Financial Impact

2015 Operating Budget Overview

The 2015 Council Approved Tax Supported Operating Budget is $9.877 billion gross and $3.849 billion net, resulting in a $197.944 million or 2.0% increase in gross expenditures and a $86.547 million or 2.3% increase in net expenditures over the 2014 Approved Operating Budget. The $86.547 million or 2.3% Net Operating Budget increase has been funded by an overall tax increase of 1.5% after net assessment growth, which is well below the rate of inflation.

Table 1*
2015 Council Approved Operating Budget
Tax and Rate Supported Operations
($Millions)

	2014		2015		Change			
					Gross		Net	
	Gross	Net	Gross	Net	$	%	$	%
City Operations	4,886	1,888	4,946	2,003	59	1.2%	115	6.1%
Agencies	3,416	1,757	3,574	1,795	158	4.6%	38	2.2%
Corporate Accounts	1,377	118	1,357	51	(19)	-1.4%	(66)	-56.4%
Net Operating Budget	**9,679**	**3,762**	**9,877**	**3,849**	**198**	**2.0%**	**87**	**2.3%**
Assessment Change				(30)				
Total Net Tax Levy	**9,679**	**3,762**	**9,877**	**3,819**	**198**	**2.0%**	**57**	**1.5%**

Note: *Excluding the Scarborough Subway Extension.

The 2015 Council Approved Tax Supported Operating Budget includes new and enhanced services of $150.103 million gross and $14.705 million net. The new investment focuses on advancing the City of Toronto's Strategic Actions, namely City Building, Economic Vitality, Environmental Sustainability, Social Development and Good Governance and addresses various service needs for:

- Transit Service Improvements.
- Poverty Reduction.
- Transportation and Road Maintenance.
- Emergency Services Prevention and Response.
- City Building.
- Expanding Toronto's Tree Canopy.
- Opening New Facilities.

These investments are based largely on City Council directions or have been referred to the Budget process for consideration.

Approval of the 2015 Council Approved Tax Operating Budget will result in the addition of 1,034.3 service delivery positions (total cost of $52.738 million gross and $22.879 million net); partially offset by a reduction of 284.6 positions (total savings of $19.345 million gross and $7.707 million net). As a result, the City's operating staff complement will be increased by a net of 749.7 positions or 1.6%. The net increase is primarily driven by:

- 196 positions for the TTC to accommodate ridership growth and new initiatives to improve service, such as the frequency, expansion of existing bus routes and new maintenance requirements (517.0 net additions).

- 25 new positions for the expansion of the City's fire prevention and public education programs, as per the recommendations resulting from the Fire/ EMS Efficiency Review adopted by City Council in July 2013 (28.0 net additions).

- 56 paramedic and 2 permanent Superintendent positions to address the increase in emergency call demands and the City's aging population and improve Toronto Paramedic Services' response time to life-threatening emergency calls (64.0 net additions).

2015 Budget Changes

The 2015 Council Approved Tax Supported Operating Budget reflects changes made by Budget Committee on February 20, 2015, Executive Committee on March 2, 2015, and Council on March 10 and 11, 2015 to the Staff Operating Budget, as outlined in Table 2 below. Major changes include amendments to address the loss of Toronto Pooling Compensation for Social Housing from the Province. Budget Committee also approved the reallocation of $2.200 million in the 2015 Non-Program Expenditure Budget set aside for poverty reduction be allocated to specific City Program and Agency Operating Budgets for various new and expanded initiatives that support access to City services, employment, food security, housing and transportation.

Table 2
Budget Committee Recommended Changes - February 20, 2105

		Approved Positions	2015 Operating Budget ($Thousands) Gross	Revenue	Net	2016 Plan Net	2017 Plan Net
2015 Staff Rec'd Operating Budget as at January 20, 2015		**50,751.7**	**9,937,025.5**	**6,088,390.1**	**3,818,997.8**	**0.0**	**0.0**
Loss of Toronto Pooling Compensation for Social Housing - Budget Strategy							
Non-Program - Loss of Provincial Funding				(85,600.0)	85,600.0	43,200.0	(6,000.0)
Non-Program - CFC Reduction			(60,300.0)		(60,300.0)	299.7	51,415.7
Various Programs - Budget adjustments		(61.0)	(31,408.9)	(6,108.8)	(25,300.0)	(43,000.0)	(45,500.0)
Children's Services - Add back expenditures removed in the Loss of Toronto Pooling Compensation For Social Housing - Budget Strategy			150.0		150.0		
Non-Program Revenues - Increase Parking Revenues				150.0	(150.0)		
Economic Development and Culture - Eliminate reserve draw for Design Exchange			(500.0)	(500.0)			
Economic Development and Culture - Increase in Provincial Funding for Pan AM Games			1,000.0	1,000.0			
Toronto Employment and Social Services - 25 Temporary Provincially funded positions to support the Social Assistance Management System (SAMS)		25.0	1,750.0	1,750.0			
Transportation - Section 37 funding for commemorative plaques within the Harbourfront community			50.0	50.0			
Toronto Public Health - 2.0 Provincially funded permanent positions to support the Day Nursery Immunization program		2.0	192.4	144.3	48.1		
Base Budget adjustments to absorb unfunded portion of Immunization programs			(192.4)	(144.3)	(48.1)		
Toronto Public Library							
Reverse the Staff recommended reductions that standardized Library hours and reduced Library materials budget.		1.6	506.0		506.0		
Adjust the Toronto Library Board's recommended reductions to increase development charge funding for Library materials and further reduce security at branches.			(200.0)	306.0	(506.0)		
Policy, Planning, Finance & Administration - a contribution from the Ontario Power Generation Inc, to further assist in the development, implementation and maintenance of a nuclear emergency management program			140.0	140.0			
City Planning - Delete 8.0 positions to reflect the deletion of new positions planned to enhance Area Studies, Heritage Conservation District (HDC) Plans / Studies, and the Strategic Initiatives, Policy & Analysis unit.		(8.0)	(525.0)		(525.0)	(373.8)	
Non-Program - Increase Capital from Current expenditure			525.0		525.0		
Office of the Ombudsman - Reduce complement by 6.0 new positions		(6.0)	(440.0)		(440.0)	(360.0)	2.8
Integrity Commissioner's Office - Reduce complement by 2.0 new positions		(2.0)	(298.5)		(298.5)	(105.3)	(8.3)
Legal Services - Delete recommendation for removal of 1 solicitor to attend OMB and Liquor board hearings		1.0	159.8		159.8		
Toronto Public Health - Increase spending on Student Nutrition Program			579.0		579.0		
Poverty Reduction Initiatives							
Non-Program - Reduce for poverty reduction initiatives			(2,200.0)		(2,200.0)		
Access to City Services	**Parks, Forestry and Recreation** - Youth Worker Expansion 2 Permanent Youth Outreach Workers)	2.0	130.0		130.0	16.0	
	Parks, Forestry and Recreation - Youth Lounges Phase 2 Expansion (3 New Sites, 7.2 FTEs)	7.2	403.0		403.0	134.0	
	Social Development, Finance and Administration - Neighbourhood Improvement Area Resident Engagement		204.0		204.0	(204.0)	
	Toronto Employment and Social Services - Hardship funding inflationary increase		26.0		26.0		
	Toronto Public Library - Library access - Fine forgiveness program (pilot)		50.0	(125.0)	175.0		
	Toronto Public Library - Youth Hubs Expansion (4 new sites)	2.0	200.0		200.0	200.0	
Employment	**Social Development, Finance and Administration** - Youth Arts Employment & Training Program		200.0		200.0		
	Toronto Employment and Social Services - Employment program for single parents		200.0		200.0		
Food Security	**Toronto Public Health** - Student Nutrition Expansion (Up to 27 new schools)		356.0		356.0		
	Toronto Public Health - Mobile good food market		81.0		81.0	7.0	
Housing	**Shelter, Support & Housing** - Enhanced tenant supports		75.0		75.0		
Transportation	**Social Development, Finance and Administration** - Seniors Community Transportation Pilot		150.0		150.0	(150.0)	
Total Poverty Reduction Initiatives		**11.2**	**2,075.0**	**(125.0)**	**2,200.0**	**3.0**	
2015 Budget Committee Recommended Operating Budget as at February 20,		**50,715.5**	**9,848,088.0**	**5,999,452.3**	**3,818,998.1**	(377.5)	(589.9)

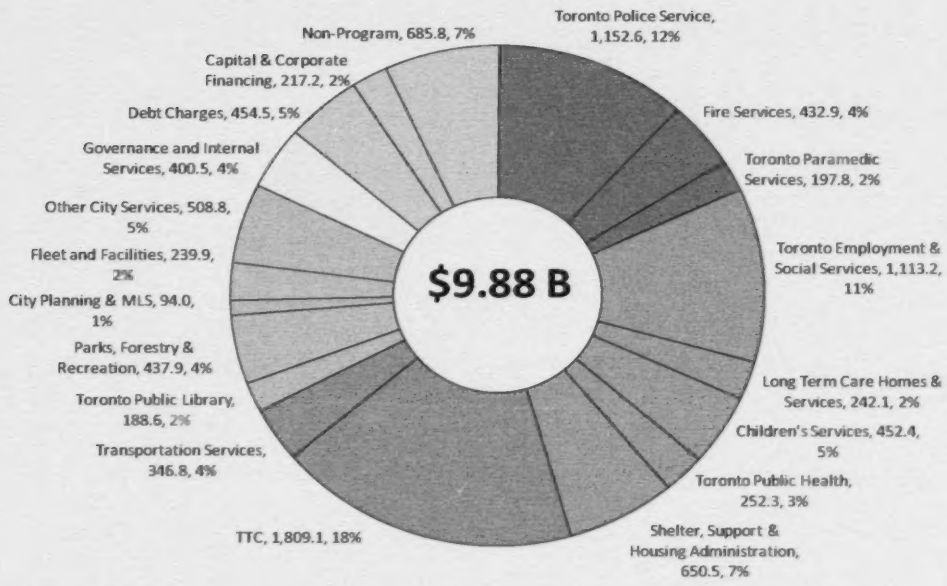
Executive Committee - March 2, 2015						
Children's Services (Motion)						
•Additional Provincial funding received;			28,411.0	(28,411.0)		
•Reduce a draw from the Child Care Expansion Reserve Fund			(500.0)	500.0		
•Additional service standard adjustments		5,331.0		5,331.0		
•Funding to administer the Provincial Wage Enhancement program		2,052.0		2,052.0		
•Funding to child care operators as part of the provincial Wage Enhancement program		20,528.0		20,528.0		
Parks, Forestry and Recreation (Motion)						
•ARC program increased by 10 additional sites	9.8	760.0		760.0		
•Funding from Children's Services via and Interdepartmental Recovery			725.0	(725.0)		
•Additional funding from Council approved user fees			35.0	(35.0)		
Social Development, Finance and Administration (Motion)						
• The Youth Asset Mapping Tool will be developed through Provincial funding with the addition of 1 temporary position	1.0	130.0	130.0			
Toronto Building (Motion)						
•Increased fine revenue from Court Services will fund the increase of 2.0 positions for Sign By-Law enforcement	2.0	82.9		82.9	82.8	
Court Services (Motion)						
•Court Services will collect the revenues from the Tickets issued by the two additional Sign Examiner-Inspectors			82.9	(82.9)	(82.8)	
City Planning (Motion)						
• Add back 8.0 positions to reflect new positions planned to enhance Area Studies; Heritage Conservation District (HDC) Plans / Studies; and the Strategic Initiatives, Policy & Analysis unit	8.0	525.0		525.0	374.8	
Non-Program (Motion)						
• Decrease Capital from Current expenditure		(525.0)		(525.0)		
2015 EC Rec'd Operating Budget as at March 2, 2015	**50,736.3**	**9,876,971.9**	**6,028,336.2**	**3,818,998.1**	(2,7	(589.9)

City Council - March 10 & 11, 2015						
Toronto Transit Commision (Motion)						
•Savings from reduction of 25 permenant operating positions;	(25.0)	(200.0)		(200.0)	(2,300.0)	
•Reduce Capital Positions by 43 (no financial impact to operating budget)	(43.0)					
Integrity Commissioner's Office (Motion)						
•Additional Investigator's position	1.0	89.0		89.0	37.0	
Office of the Ombudsman (Motion)						
•Additional Investigator's position	1.0	85.0		85.0	50.0	
Toronto Public Health (Motion)						
•Addition of 1 permenant climate change and health position	1.0	100.0	75.0	25.0		
Toronto Public Library (Motion)						
•Re-instate security guard budget to level recommended in 2015 Staff Recommended Budget		200.0		200.0		
Corporate (Motion)						
• Reduce Capital from Current budget to offset increase in Library budget		(200.0)		(200.0)		
2015 CN Approved Operating Budget as at March 11, 2015	**50,671.3**	**9,877,045.9**	**6,028,411.2**	**3,818,997.1**	(2,215.7)	(589.9)

Where the 2015 Operating Budget Will Be Spent

Chart 1 below shows that approximately 27.4% of the 2015 Council Approved Tax Supported Operating Budget of $9.877 billion gross will be spent on services that the City has no direct control over as they are mandated and/ or cost-shared with the Province. These include Shelter Support and Housing Administration, Toronto Public Health, Children's Services, Long Term Care Homes and Services and Toronto Employment and Social Services. In addition, Transportation and Transit Services account for 21.8%. Emergency Services, which includes the Toronto Police Service, Toronto Fire Services and Toronto Paramedic Services represents 18.1% of the total. Altogether, these services plus the repayment of debt and other capital costs represent almost 74.1% of the City's total gross expenditures for 2015.

Chart 1
Where the 2015 Operating Budget Will Be Spent
($Millions)

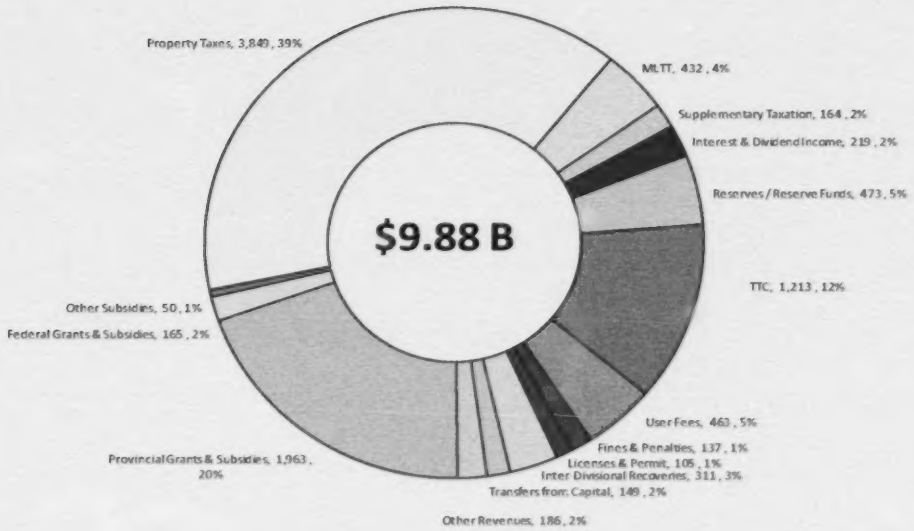

Toronto Police Service, 1,152.6, 12%
Fire Services, 432.9, 4%
Toronto Paramedic Services, 197.8, 2%
Toronto Employment & Social Services, 1,113.2, 11%
Long Term Care Homes & Services, 242.1, 2%
Children's Services, 452.4, 5%
Toronto Public Health, 252.3, 3%
Shelter, Support & Housing Administration, 650.5, 7%
TTC, 1,809.1, 18%
Transportation Services, 346.8, 4%
Toronto Public Library, 188.6, 2%
Parks, Forestry & Recreation, 437.9, 4%
City Planning & MLS, 94.0, 1%
Fleet and Facilities, 239.9, 2%
Other City Services, 508.8, 5%
Governance and Internal Services, 400.5, 4%
Debt Charges, 454.5, 5%
Capital & Corporate Financing, 217.2, 2%
Non-Program, 685.8, 7%
$9.88 B

Where the Money Comes From

As shown in Chart 2 below, the 2015 Council Approved Tax Supported Operating Budget of $9.877 billion gross is funded by various sources. Municipal property tax is the funding of last resort. Therefore, the City maximizes all other sources first. Funding is comprised of Provincial ($1.963 billion) and Federal ($0.165 billion) transfers representing 21.5%; user fees, charges and fines of $1.813 billion or 18.4% (which includes a TTC fare increase of 10 cents and Metropass trip adjustments); other revenues of $2.088 billion or 21.1% and property tax revenue of $3.849 billion or 39.0%. Gross revenues from the Municipal Land Transfer Tax amount to $432 million.

Most significantly, for a third consecutive year there is no use of prior year's surplus as a revenue source for the 2015 Council Approved Tax Supported Operating Budget. This ensures the City's Surplus Management Policy is adhered to, directing 75% of surplus revenues to reduce debt financing. The reduced reliance on property taxes and the elimination of prior year's surplus are key to meeting the City's strategic goal of maintaining a well-balanced and diversified set of sustainable and predictable revenue sources.

Chart 2
Where the Money Comes From
($Millions)


Property Taxes, 3,849, 39%
MLTT, 432, 4%
Supplementary Taxation, 164, 2%
Interest & Dividend Income, 219, 2%
Reserves / Reserve Funds, 473, 5%
$9.88 B
TTC, 1,213, 12%
Other Subsidies, 50, 1%
Federal Grants & Subsidies, 165, 2%
User Fees, 463, 5%
Fines & Penalties, 137, 1%
Licenses & Permit, 105, 1%
Inter Divisional Recoveries, 311, 3%
Provincial Grants & Subsidies, 1,963, 20%
Transfers from Capital, 149, 2%
Other Revenues, 186, 2%

As outlined in Table 3 below, the average household with an assessed value of $524,833, property taxes will increase due to the 2015 Budget by $58.66 or 2.25% to $2,655 to meet funding requirements for City services. The approved tax increase is prior to City Council approving the second year's residential tax increase to fund the Scarborough Subway project of 0.50%.

Table 3
2015 Council Approved Tax Increase Summary

	Tax Increase ($M)	Residential	Non-Residential	Total Average	Per Household ($)
Staff Recommended Tax Increase	57	2.25%	0.75%	1.51%	58.66
Budget Committee Changes	0	0.00%	0.00%	0.00%	
Executive Committee Changes	0	0.00%	0.00%	0.00%	
City Council Approved Changes	0	0.00%	0.00%	0.00%	
BC Recommended Tax Increase	**57**	**2.25%**	**0.75%**	**1.51%**	**58.66**
Scarborough Subway	13	0.50%	0.17%	0.33%	13.04
Total Tax Increase After Scarborough Subway	**70**	**2.75%**	**0.92%**	**1.83%**	**71.70**

Where 2015 Property Taxes are Spent

Chart 3 below shows how property taxes of $2,655 for the average household valued at $524,833 will be spent. Approximately 70% or $1,854 will be spent on

Toronto Police Service, TTC (including Wheel-Trans), repaying the principal and interest costs for debt borrowing (debt servicing for capital works), Toronto Fire Services and Parks, Forestry and Recreation. The remaining $801 or 30% of the property tax bill funds all other services delivered by the City, including Shelter, Support and Housing Administration, Social Assistance, Transportation Services, Toronto Public Library, Toronto Paramedic Services and Toronto Public Health.

It is important to note that high debt charges represent the third greatest cost. The City utilizes various funding strategies and policies to keep this down. Managing debt costs is a City priority to ensure that funding is not eroded from services.

Chart 3
Where the 2015 Property Tax are Spent

2015 Operating Budget Balancing Strategy

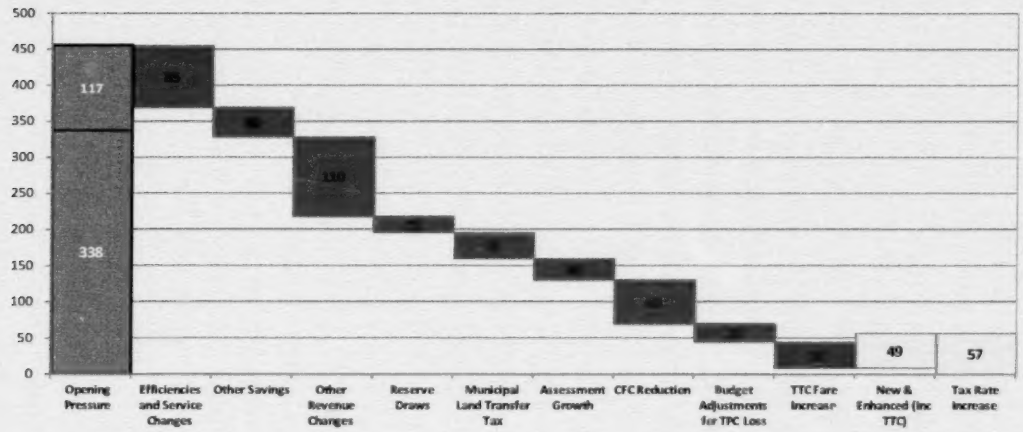
The City's opening Operating Budget pressure for 2015 was $454 million, of which $117 million is the result of grant and revenue losses with the remaining $338 million accounted for by expenditure pressures. Also, almost $30 million of one-time/ unsustainable reserve draws was used to balance the 2014 Approved Operating Budget. The cost of maintaining services at 2014 approved service levels, adjusted for 2015 payroll and non-payroll inflationary impacts and incremental TTC costs accounts for $168 million of the 2015 Operating Budget's starting pressure. In addition, $140 million was required primarily to fund capital financing, ongoing operating costs for completed capital works and other service costs.

In order to balance the 2015 Council Approved Tax Supported Operating Budget without reliance on one-time funding sources and prior year surplus, the City implemented various strategies. Initiatives were undertaken to identify sustainable cost savings and revenue sources. Programs and Agencies were required to maintain spending levels equivalent to 2014 or a 0% increase over the 2014 Approved Net Operating Budget without impacting current service levels. In addition, the Efficiency Review Program implementation and detailed line-by-line expenditure review were continued. As a result, City Programs and Agencies identified efficiency and service cost savings of $85 million as well as other savings of $40 million, which included a reduction in Solid Waste Management Rebates ($18 million), Capital and Corporate Financing ($13 million) and Employee Benefit Liability costs ($10 million).

The 2015 Operating Budget pressure is offset by increased revenues of $235 million, mostly attributed to other revenue changes of $110 million (such as user fees, TTC ridership growth, uploading of service costs, dividend income and other Non-Program Revenues), Municipal Land Transfer Tax of $35 million and 10 cent TTC fare increase and Metropass trip adjustments of $36 million (both used to offset the cost of transit improvements). The increased revenues also include the use of reserves to offset Shelter, Support and Housing Administration service costs. While this strategy continues the use of unsustainable sources, the withdrawal of reserves has been reduced by $7 million from 2014. In addition, assessment growth will generate $30 million. The Capital from Current reduction amounts to $60 million, while budget adjustments for the loss of Provincial funding accounts for $25 million.

Taking into account a $49 million investment in new and enhanced services primarily for TTC service improvements endorsed by City Council or referred to the Budget process for consideration, the remaining balance of $57 million will be funded by a modest 2.25% residential and 0.75% non-residential property tax increase which is lower than the general rate of inflation. The above approved tax increase is prior to the second year tax rate increase of 0.50% for the Scarborough Subway construction.

Chart 4
2015 Balancing Actions
($Millions)



COMMENTS

Toronto in Context

The new City of Toronto was the result of the amalgamation of 7 (1 regional and 6 local) municipalities in 1998; resulting in the creation of Canada's largest city and sixth largest government. The City's service delivery is directly affected by the following:

- Toronto currently has a population of 2.8 million residents making it the fourth largest city in North America. The City has experienced a strong net gain in population growth from 2009 and onwards, with an average annual increase of approximately 30,000 residents. This growth is equivalent to adding a small town to the City's population each year. The Greater Toronto Area population exceeds 6 million people, which accounts for approximately 20% of the total population of Canada.

- One of the most visible signs of the population increase is continued growth in high rise buildings. Recent comparisons indicate that Toronto leads New York and all North America cities in the number of high rise buildings greater than 10 stories under construction, as of January 2015. This trend is expected continue in both the short and near term.

- The population growth of Toronto and the surrounding area has impacted all City services. The growth has resulted in significant congestion in the Greater Toronto Area and annual 2% TTC ridership growth. The Commission reached an all time high of 525 million riders in 2013 and grew

to 535 million in 2014 and is estimated to reach 545 million in 2015.

Even with the strong population growth and increased pressure on existing services, Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports. Toronto's rankings confirm that it continues to offer a high quality of life for residents who choose to live and work here.

- A report by KPMG, "*Competitive Alternatives 2014: Focus on Tax*" ranked Toronto as the world's most tax competitive major city among 51 international cities studied. The study assessed tax competitiveness by comparing various tax rates in each location including: corporate income tax, property taxes, capital taxes, miscellaneous local business taxes and statutory labour costs.
- PwC's sixth annual *"Cities of Opportunities"* ranked Toronto fourth among 30 global cities. The study was organized on the basis of 10 indicators considered fundamental in making a great city, including measures for education and technology, quality of life, and the economic ease of doing business in a city.
- Toronto was voted the most youthful city of 25 world cities in the *"Youthful Cities 2014 Index"*. The study analyzed 25 cities around the world from the perspective of young adults, in an attempt to quantify which cities are most attractive to young people aged 15 and 29 and how they can live, work and play in the urban setting.

The City's tax rate increase has been lower than the general rate of inflation 5 out of the previous 6 years. In addition, Toronto's tax rate is the lowest in the GTA (Chart 5) and average residential taxes are $1,000 lower than the GTA average (Chart 6).

Chart 5
Comparison of 2014 Residential Property Tax Rates – GTA Municipalities

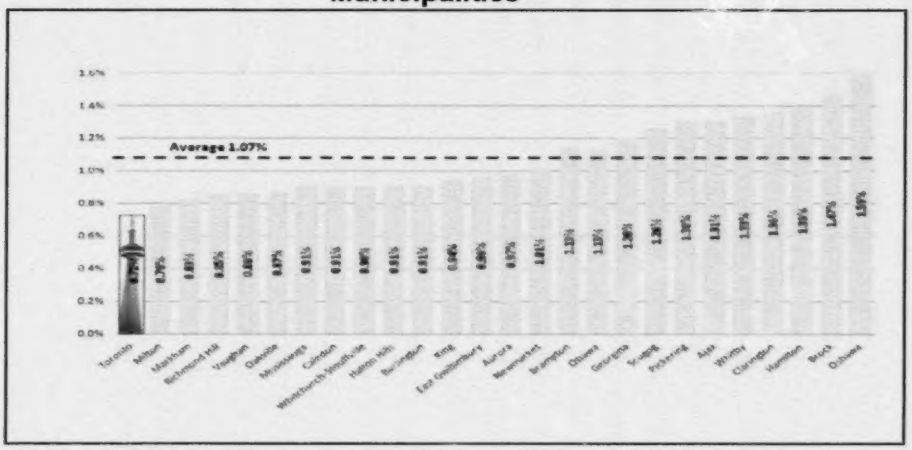
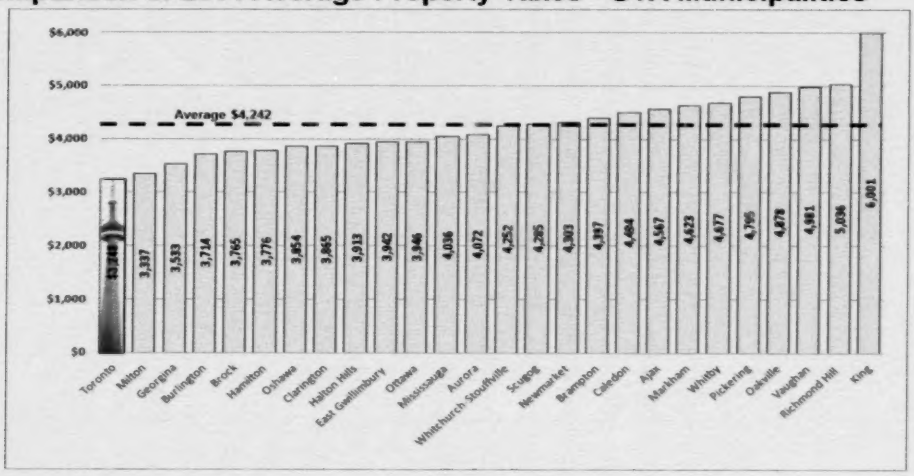


Chart 6

Comparison of 2014 Average Property Taxes - GTA Municipalities



The Economic Environment

Toronto's economy is expected to strengthen in 2015 and beyond. The Conference Board of Canada's 2014 fall review forecasts moderate improvements in Toronto's real gross domestic product, employment and inflation from strong demand domestically and south of the border. Toronto's real gross domestic product is forecast to grow by 2.3% in 2014, up from the modest increase of 2.0% in 2013 and is projected to reach 2.8% and 3.1% in 2015 and 2016 respectively. This is the first time growth is projected to surpass 3.0% since 2010. The projected unemployment rate is expected to drop to around 7.2% in 2015 and to 6.8% in 2016; down from the 8.2% reported for 2014.

The manufacturing sector is expected to rebound in 2015, stimulated by an improving domestic economy and a weaker Canadian dollar. As a result, manufacturing output is expected to grow by 3.5% in 2014 and increase by 3.2% in 2015. On the service side, the transportation and warehousing sectors will benefit from the growth in the manufacturing sector, while significant job gains made in 2014 will drive consumer spending this year, boosting wholesale and retail trade. The local economy will be tempered by the construction sector. New housing starts are forecast to contract as housing starts continue to fall.

The consumer price index (Toronto CPI) is forecast to increase in the near term and remain within a 2% to 3% range over the longer term. The inflationary pressures for the City are projected to be 2.1% in 2015 with and 2.0% in 2016 and 2017 respectively. This represents a significant improvement from the 2.6% for 2014, which forms the basis for the 2015 Budget.

Should the economy perform below expectation, the City's future operating budgets may be negatively impacted by factors such as rising social service costs, moderating TTC ridership, lower land transfer taxes due to moderation of the housing market, reduced user fees from building permits and licenses and lower assessment growth.
Overall, the City will continue to face financial challenges resulting from increasing demand for services and lack of a fully diversified and sustainable set of revenue sources. Bridging the remaining budget pressure for 2016, while meeting demand for City services will still be a key challenge staff and Council will face for the 2016 Budget process.

Service Based Budgeting

The City delivers over 155 distinct services, many of which are provided on a 24 hour/ 7day per week basis. These services address the social, economic, physical, and governance needs and the quality of life of Toronto residents, visitors and businesses. To gain a better appreciation for the wide-ranging service offerings provided by the City, Appendix 4 details each City Program and Agency's 2015 planned service deliverables.

Greater emphasis was placed in the 2015 Budget process on ensuring the right service levels were established for 2015. A service level review, first by staff, followed by Budget Committee, focused attention on what service levels should be offered to the public and what resources were necessary to deliver the service levels for 2015.

The City's move to service-based budgeting has enabled it to review and recommend services and service levels deemed necessary to meet the needs of its residents and to ensure that sufficient funding is provided to deliver those service levels in 2015.

The 2015 Council Approved Tax Supported Operating Budget of $9.877 billion gross and $3.849 billion net provides the necessary funding to maintain the delivery of 2014 services and service levels (at 2015 costs) and invest funding to increase service levels in key areas such as improving transit and transportation, helping families and support for the City's most vulnerable residents, community safety and wellness (Police, Fire and Toronto Paramedic Services).

The 2015 service levels, as outlined in the Operating Analyst Notes and as approved by City Council, establish the service commitment City staff and Council will be making with the public for 2015.

New and Enhanced Services and Service Levels

The 2015 Council Approved Tax Supported Operating Budget provides funding of $150.103 million gross which will cost tax payers $14.705 million net for new and enhanced services and service levels. The investment is consistent with

directions provided by the City Manager to include no new services except for those that were partnership/ non-tax revenue funded or were absolutely necessary to achieve the highest service priorities or those previously approved by Council. Investments in new and enhanced services and service levels were based largely on City Council direction or were referred to the Budget process for consideration.

As set out in Table 4 below, of the 1.5% total approved tax increase: 0.84% or $31.7 million net funds inflationary and economic impacts, 0.28% or $10.5 million net supports new facilities opening as a result of completed capital projects, 0.39% or $14.7 million net is for new and enhanced services.

Table 4
2015 Budget Tax Impacts
Residential and Non-Residential

	Net	Tax % Increase on Average		
	Budget ($)	Residential	Non-Residential	Total Average
Base Budget	31.7 M	1.25%	0.42%	0.84%
New Facilities (Operating Impact)	10.5 M	0.41%	0.14%	0.28%
New/Enhanced	14.7 M	0.58%	0.19%	0.39%
Tax Before Scarborough Subway	56.9 M	2.25%	0.75%	1.51%

The 2015 Council Approved investments in new and enhanced services and service levels advance the City's progress in achieving its strategic goals of City Building, Economic Vitality, Environmental Sustainability and Social Development as detailed below.

City Building - Transit Service Improvements:

- 10-cent fare increase, Metropass trip adjustment and other adjustments to fund the following improvements:
  - Ten-minute or better route network, $3.7 million.
  - Reduction of wait times/crowding at off-peak periods, $3.2 million.
  - Subway service improvements, $2.8 million.
  - Operate all routes all day, every day, $1.7 million.
  - 50 new buses through 2015 contribution to capital, $13.9 million.
  - Warehouse and bus storage/ garage leases, $5.5 million.
  - Lower fares for families through child fare elimination which forms part of the poverty reduction initiatives.

City Building – Transportation:

- Traffic congestion management analyzing and reporting, $111,000.
- Enhanced winter maintenance for sidewalks and bus stops, $483,000.
- Accessibility for Ontarians with Disabilities Act (AODA) compliance for winter maintenance of bikeways and windrows, $125,000.
- Ditch rehab and culvert reconstruction program, $566,000.
- New lane occupancy rental fees, new revenue of $1.3 million.

Social Development - Poverty Reduction:

- Lower fares for families through child fare (Ages 2-12) elimination for March 1, $5.4 million.
- Continued implementation of recreation enhancements, $3.136 million.
- Poverty reduction allocation for strategic initiatives, $2.2 million, which includes:
  - Access to City Services ($1.103 million).
  - Employment ($0.400 million).
  - Food Security ($0.437 million).
  - Transportation ($0.150 million).
  - Housing ($0.075 million).
- Inflationary increase for Community Partnership Grants, $386,700.
- Additional 181 shelter beds resulting in an increase of 3.5% in overall bed capacity, $7.9 million.
- Support for Social Assistance Management Systems, $1.750 million.
- ARC Program increased by 10 additional sites, $0.760 million.
- Youth Asset Mapping tool to be developed, $0.130 million.

Social Development - Emergency Services:

- 56 new paramedics, $3.0 million.
- 25 new fire prevention and public education staff, $1.2 million.
- Paramedic training for low income clients, $300,000.
- Community Notification System Project, $250,000.
- Additional community development officer for the Crisis Response Program, $61,000.

Economic Vitality - 2015 PanAm and Parapan American Games:

- Social Development, Finance and Administration – Host City Showcase, Torch Relay, etc., $2.4 million.
- TTC – Service costs, $4.3 million.
- Transportation Services – Enhancements and planning, $1.6 million.
- Parks, Forestry and Recreation – Enhanced turf and general maintenance, $700,000.
- Nathan Phillips Square Cultural Celebration, $5.9 million.
- Toronto Paramedic Services operations and preparation, $2.0 million.
- Fire Services preparation and planning and new services, $2.3 million.
- Showcase Phase I and II and other budget initiatives, $7.8 million.
- Police Services, $64.9 million (fully funded by Province).

Environmental Sustainability - Tree Canopy:

- Increased City funding for tree planting, $350,000.
- Parks and Trees Foundation Partnership to plant trees, $100,000.
- Assessment of ice storm impacts on the City's tree canopy, $50,000.

The City's Fiscal Challenge

The City's opening Operating Budget pressure for 2015 is $338 million as outlined below in Table 5. The cost of maintaining services at 2014 approved service levels, adjusted for 2015 payroll and non-payroll inflationary impacts largely from Toronto Fire Services and TTC as well as incremental ridership costs for the TTC amounts to $168 million of the 2015 Operating Budget pressure. Approximately $30 million of one-time/ unsustainable reserve draws was used to balance the 2014 Approved Operating Budget. In addition, $140 million will be required primarily to fund capital financing, ongoing operating costs for completed capital works and other base budget changes.

Grant and revenue losses total $117 million largely due to the elimination of $86 million in Toronto Pooling Compensation Provincial funding for Social Housing. In addition, the loss of revenue from POA fine reductions due to lower moving violation ticket issuance amounts to $35 million. After accounting for the revenue losses noted above, the 2015 starting pressure was $454 million.

Table 5
2015 Expenditure Pressures
($Millions)

City's One-Time Funding		
Prior Year Surplus		0
Depletion of Reserves		30
Total Unsustainable Balancing Strategies		30
Total Inflationary Pressure		169
CFC (Capital From Current)	23	
Debt Charges	40	
Capital & Corporate Financing		64
Operating Impact of Completed Capital Projects		9
Tax Increment Equivalent Grants (TIEGs)		5
Poverty Reduction Allocation		2
Prior Year Impacts		12
Other Base Budget Changes		48
Total Expenditure Pressures		338
Grant and Revenue Losses:		
Housing Federal Funding Loss		9
Housing Provincial Funding Loss		76
OW Provincial Funding Loss		10
POA Fine Reduction		35
POA Fine Adjustments		(20)
Parking Authority Revenues		7
Total Grant and Revenue Losses		117
Pressure after Revenue Loss		454

Actions to Balance the 2015 Operating Budget

Programs and Agencies were required to maintain spending levels equivalent to 2014 or a 0% increase over the 2014 Approved Net Operating Budget without impacting current service levels as well as finding budget reductions and cost avoidance strategies to contain service cost increases to below the rate of inflation. As well, revenue sources were maximized with increased user fees of

$14.841 million, of which $0.965 million are new user fees. Finally, this 2015 Operating Budget pressures were mitigated with moderate inflationary tax and TTC fare increases.

0% Increase Budget Target

In order to balance the 2015 Operating Budget in a way that eliminates the reliance on one-time/ unsustainable revenues, the City Manager issued to all City Programs and Agencies operating budget targets equivalent of a 0% increase over their respective 2014 Approved Net Operating Budget. The results of the 0% budget increase have generated cost savings that help mitigate the 2015 Operating Budget pressure, and in the longer-term will contribute toward reducing the City's structural deficit, as set out in Table 6 below.

Table 6
2015 Operating Budget Net Target Comparison
($Millions)

Description Category	2014 Budget	2015 Base Budget	Change from 2014 Over/Under		2015 New & Enhanced	2015 Budget	Change from 2014 Over/Under	
			$	%			$	%
Citizen Centred Services "A"	916.5	1,010.2	93.7	10.2%	11.2	1,021.5	105.0	11.5%
Citizen Centred Services "B"	660.2	663.1	2.9	0.4%	1.2	664.3	4.1	0.6%
Internal Services	184.0	185.3	1.4	0.7%	(0.5)	184.8	0.8	0.4%
City Manager	46.7	46.9	0.3	0.6%	(0.0)	46.9	0.3	0.6%
Other City Programs	72.6	76.1	3.4	4.7%	1.0	77.1	4.4	6.1%
Accountability Offices	7.7	7.8	0.1	1.8%	0.2	8.0	0.3	4.1%
Total City Operations	**1,887.7**	**1,989.6**	**101.9**	**5.4%**	**13.1**	**2,002.6**	**114.9**	**6.1%**
Agencies	**1,756.8**	**1,793.1**	**36.4**	**2.1%**	**1.6**	**1,794.8**	**38.0**	**2.2%**
Corporate Accounts:								
Capital & Corporate Financing	652.1	643.1	(9.0)	-1.4%		643.1	(9.0)	(1.4%)
Non-Program Expenditures	464.6	471.0	6.4	1.4%		471.0	6.4	1.4%
Non-Program Revenues	(999.1)	(1,062.9)	(63.8)	6.4%		(1,062.9)	(63.8)	6.4%
Net Operating Budget	**3,762.1**	**3,833.9**	**71.8**	**1.9%**	**14.7**	**3,848.6**	**86.5**	**2.3%**
Assessment Change		(29.6)				(29.6)		
Net Operating Budget With Assessment Growth	**3,762.1**	**3,804.3**	**42.2**	**1.1%**	**14.7**	**3,819.0**	**56.9**	**1.5%**

- City Programs were $101.855 million or 5.4% over the 2014 Approved Operating Budget before accounting for new and enhanced service investments. In some cases, increases of 0% were not as cost reductions would significantly impact services provided to the public. Specifically, the impact to the City's most vulnerable and health and public safety were key considerations. The base budget net increase for City Operations was largely due to the loss of Provincial/ Federal funding and the increase in demand for services to support the prevention of homelessness for Shelter, Support and Housing Administration, plus Parks, Forestry and Recreation prior year impact for completed capital projects and the 2014 approved service expansion.

- City Agencies were $36.354 million or 2.1% over their respective 2014 Approved Net Operating Budget. The net increase was driven by TTC's combined Conventional and Wheel-Trans Services. The base budget pressure for the TTC of $35.718 million was largely attributed to ridership growth for Conventional Services and expansion of transit services.

- Corporate Accounts were reduced by $66.369 million mainly driven by Non-Program Revenues, such as MLTT. Capital and Corporate Financing

reflects the reduction in Capital from Current for the strategies to address the loss of Provincial funding for Social Housing. This is partially offset by the increase in debt service costs.

- The 2015 Council Approved Tax Supported Operating Budget includes $150.103 million gross and $14.705 million net in new and enhanced services across City Programs and Agencies. Overall, the 2015 Operating Budget is $86.547 million or 2.3% higher than the 2014 Approved Budget which is below the general rate of inflation.

- Approximately $85 million in service efficiencies and cost reductions are in the 2015 Operating Budget. The major contributors include the following:

    - Toronto Transit Commission: $36.746 million in service efficiencies/ reductions from absorption of other base changes ($6.750 million), diesel price savings ($17.021 million), one-time draw from the TTC Stabilization Reserve ($8.975 million) and reversal of accident claims ($4.0 million).
    - The continued line-by-line review of expenditures based on actual experience has realized $3.9 million in cost reductions. The City has reduced expenses $38 million since 2011 utilizing this budget strategy.
    - Employee Benefit Liabilities: $10 million reduction in the contribution to employee benefits liabilities.
    - Insurance Premiums and Claims: $7.0 million reduction in funding for insurance premiums and claims.
    - Other Programs/Agencies, such as: Court Services ($2.223 million), Information and Technology ($2.245 million), Long Term Care Homes and Services ($2.212 million), Parks, Forestry and Recreation ($3.925 million), Transportation Services ($2.531 million) and Shelter, Support and Housing Administration ($3.788 million).

User Fees and Other Charges

The City of Toronto Act (2006) enables the City and its Local Boards to charge user fees to recover the cost of services. At its special meeting of September 26 and 27, 2011 Council approved a User Fee Policy, which provides the framework for managing the City's user fee program. This policy applies to all City Programs and Local Boards.

With the exception of annual inflationary increases, TTC fares as well as certain market-based fees charged by Local Boards, City Council must authorize new fees and changes to existing user fees for services provided to the general public by all City Programs and Local Boards. Annual inflationary adjustments are automatic and effective January 1 each year. Authority is delegated to the

Deputy City Manager & Chief Financial Officer to determine the annual inflation rate for user fees. The inflationary adjustment applied to each user fee service is based on a blended rate of the specific inflation for each component cost represented in the basket of goods utilized to provide the service. This method reflects more accurately the overall inflation for the services provided. Fees are also adjusted to reflect market prices, where applicable, and/or to recover an incremental amount of the full cost of providing the related user fee services

- Table 7 below summarizes by City Program and Agency the incremental revenues from changes to existing user fees and new user fees. Excluding the TTC, price changes to existing user fees and new user fees will generate incremental revenues of $14.841 million in 2015. Of this amount, $13.875 million will be raised from inflationary and market price comparisons and $0.965 million from new fees.

- Detailed explanations of the entire user fee changes are set out in Briefing Note entitled "Changes to Existing User Fees and New User Fees in the 2015 Staff Operating Budget"; forwarded to the Budget Committee for consideration at its meeting of February 13, 2015. In addition, the 2015 Council Approved Tax Supported Operating Budget includes $36.167 million from a 10 cent fare increase and Metropass trip adjustments for the TTC, specifically dedicated to fund transit service improvements.

Table 7
2015 Fee Change Susmmary and New User Fees
Incremental Revenue Impact

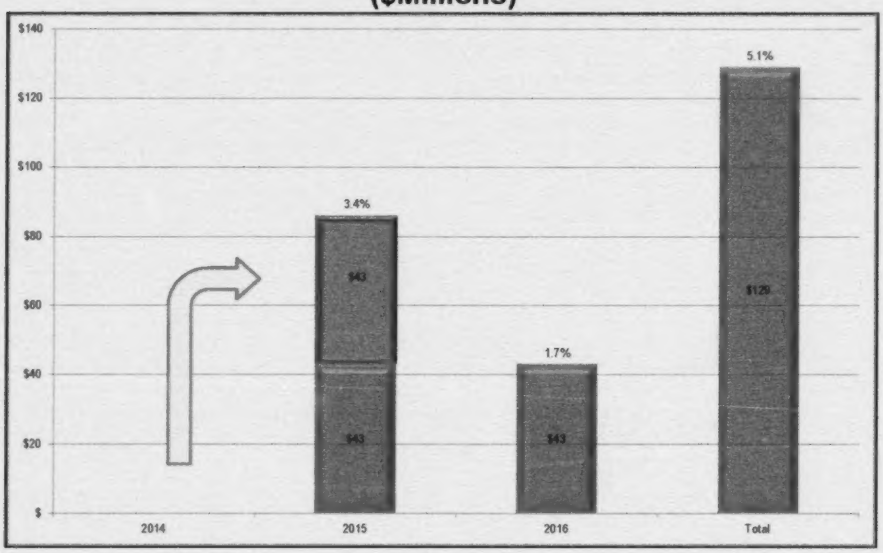
Program / Agency	Incremental Change		Total Incremental Fee Increase	New User Fees	2014 Total Revenue
	Inflationary Adjustment	Other Adjustment			
AOCC - Swansea Town Hall Community Centre		(28,987)	(28,987)		(28,987)
Arena Boards		111,708	111,708		111,708
Children's Services	132,100		132,100		132,100
City Clerk's Office	7,249		7,249		7,249
City Planning	509,000	539,000	1,048,000		1,048,000
Economic Development & Culture		25,000	25,000		25,000
Engineering & Construction Services	44,094	665,680	709,774		709,774
Exhibition Place		4,200,871	4,200,871		4,200,871
Fire Services	14,600		14,600		14,600
Information & Technology	83,041		83,041		83,041
Legal Services	55,663		55,663		55,663
Municipal Licensing & Standards	579,523		579,523		579,523
Parks, Forestry & Recreation	1,854,868	727,192	2,582,060	270,018	2,852,078
Office of the Treasurer	258,028	108,000	366,028	550,000	916,028
Office of the Treasurer - PMMD Fee Rationalization		122,000	122,000		122,000
St. Lawrence Centre for the Arts					
Toronto Building	1,284,000	890,000	2,174,000		2,174,000
Toronto Paramedic Services	433,067		433,067	13,411	446,478
Toronto Public Health	25,046		25,046		25,046
Toronto Zoo		500,000	500,000	132,000	632,000
Transportation Services	734,666		734,666		734,666
Sub-Total	**6,014,945**	**7,860,464**	**13,875,409**	**965,429**	**14,840,838**
Toronto Transit Commission		36,167,000	36,167,000		36,167,000
TOTAL	**6,014,945**	**44,027,464**	**50,042,409**	**965,429**	**51,007,838**

Loss of Toronto Pooling Compensation for Social Housing from the Province

In 2008, the Province initiated a Toronto Pooling Compensation program to compensate the City for the termination of the GTA Equalization ("pooling") payments and Ontario Municipal Partnership Fund (OMPF) grants formerly provided to mitigate the disproportionate cost of downloaded housing and social costs borne by the City.

In June of 2013, the Province unexpectedly announced the phase-out of Toronto Pooling Compensation over 3 years, from 2014 to 2016, creating a $129 million annual revenue shortfall by 2016, as outlined in Chart 7 below. In 2014, the City funded the first $43 million shortfall with one time sources. In 2015, the shortfall is $86 million, which is equivalent to at 3.4% average tax levy increase. It was originally assumed, that the unexpected loss in funding would be offset with Provincial assistance.

Chart 7
Provincial Funding Loss 2014 to 2016
($Millions)

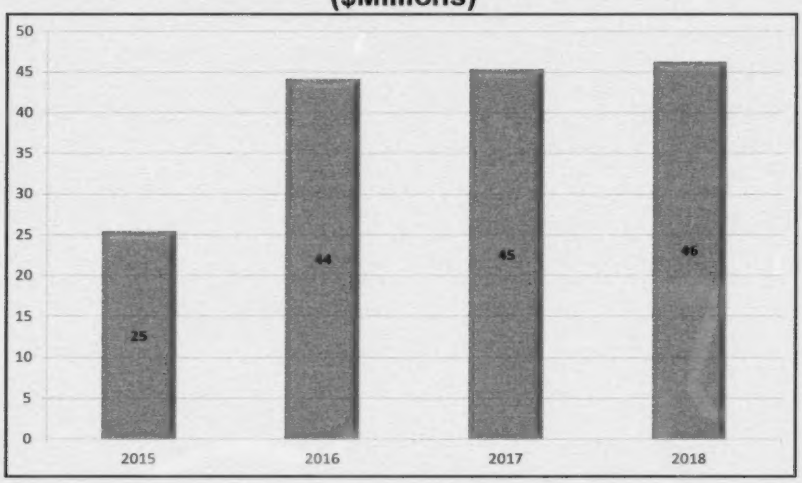


Budget Committee, at its meeting of February 20, 2015 that City Council adopt a strategy based on spreading the budget impact of the Toronto Pooling Compensation grants elimination over 4 years to allow time to identify budget adjustments to mitigate the revenue loss and a related increase in capital financing costs. The interim operating shortfall would be managed by a combination of operating budget adjustments over 4 years, and temporarily reducing capital contributions in the operating budget. The budget adjustment amount is $25.3 million, while the capital from current reduction is $60.3 million in 2015. Additional budget adjustments for 2016-2018 will be $44.0 million, $45.2 million and $46.2 million respectively.

The financing approach will use internal borrowing rather than bank loans or public debenture issues, for reasons of administration simplicity, cost and flexibility. The City's long term fiscal strategy would be maintained as the borrowing would be paid off within 6 years, capital from current funding fully restored, including scheduled increases, and, according to current forecasts, the debt service ratio maintained below the 15% of property tax revenues threshold.

The detailed strategies for managing the loss of Provincial funding can be found in the report entitled "Toronto Pooling Compensation for Social Housing – Budget Strategy Follow Up" adopted by Budget Committee at its Final Wrap-up meeting held on February 20, 2015.

Chart 8
Strategy to Phase-In Provincial Funding Loss 2015 to 2018
($Millions)



Balancing the 2015 Operating Budget: Final Results

Table 8 details the various expenditure and revenue changes to balance the 2015 Council Approved Tax Supported Operating Budget, utilizing the balancing strategies discussed above.

With $338 million in expenditure pressure facing the City, a total of $117 million of grant and revenue losses increased the overall pressure to $454 million, which is equivalent to a residential tax impact of 18.0%. Revenue changes reduced the overall pressure to $284 million and then to $210 million after accounting for cost reductions. In addition, the reduction to Capital from Current is part of the Budget strategy to address the loss of Provincial funding for Social Housing. To further address the remaining pressure, assessment growth and a modest 10 cent fare increase and Metropass trip adjustments for the TTC will directly off-set TTC investments in new and enhanced services for the Commission of $36 million and other new and enhanced services of $13 million net.

Adjusting for all these changes, the final balance of the 2015 Council Approved Tax Supported Operating Budget of $57 million will be funded by a modest 2.25% residential and 0.75% non-residential property tax increase which is lower than the general rate of inflation. On an average household with an assessed value of $524,833 property taxes will increase by $58.66 to $2,655 to meet funding requirements for City services. The above tax increase is prior to Council approving the 0.50% residential tax increase to fund the City's capital contribution to the cost of the Scarborough Subway project.

Table 8
2015 Balancing Strategies
($Millions)

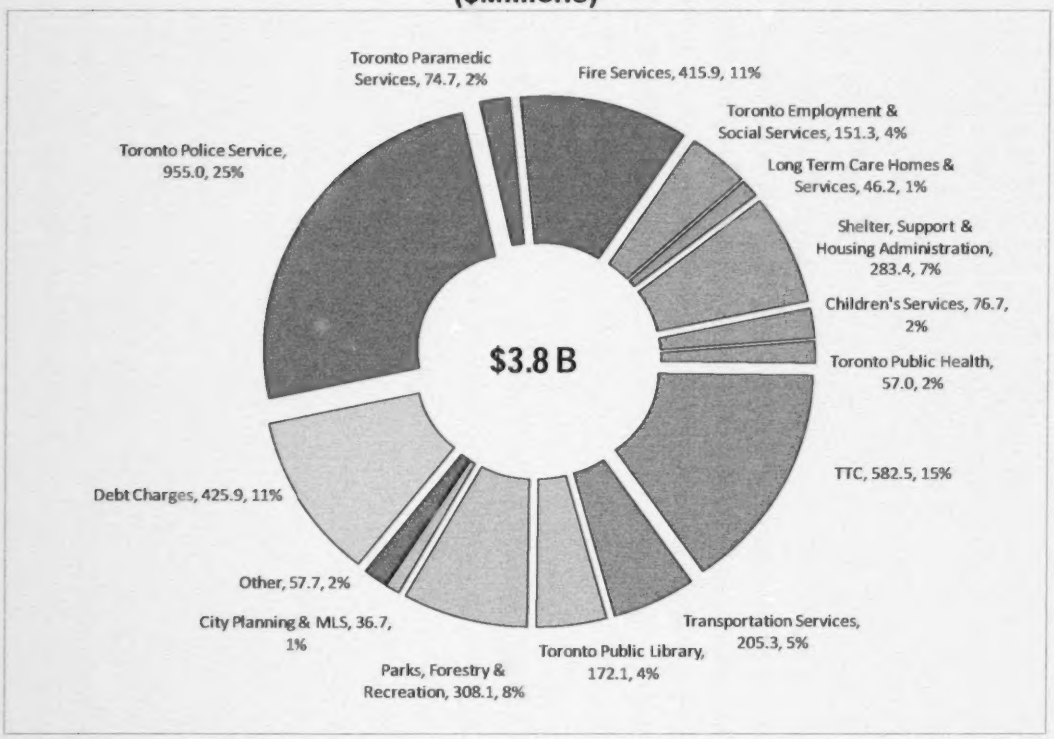
		Res. Tax Impact
Total Expenditure Pressures	**338**	**13.4%**
Grant & Revenue Losses	**117**	**4.6%**
Pressure after Revenue Losses	**454**	**18.0%**
Other Revenue Changes:		
Uploading of Service Costs	(30)	
Reserve Draws	(23)	
Dividend Income	(13)	
User Fees/Revenue Changes	(37)	
MLTT	(40)	
Non-Program Revenues	(23)	
TTC Ridership Growth	(5)	
Total Other Revenue Changes	**(170)**	
Pressure after Revenue Change	**284**	**11.3%**
Solid Waste Manage Rebate Program	(18)	
Capital & Corporate Financing	(13)	
Case Load Reduction	(10)	
Reduction in Employee Benefit Liability Funding	(10)	
Efficiencies, Service Changes and Other Base Savings	(100)	
CFC Re-Allocation	(60)	
Total Cost Reductions	**(210)**	
Pressure after Cost Reductions	**74**	**2.9%**
Assessment Growth	(30)	
TTC Fare Increases	(36)	
TTC New/Enhanced Services	36	
Other Recommended New Enhanced	13	
Net Tax Levy Increase	**57**	**2.25%**

It is important to note that with the strategies and actions taken for 2015, the City has eliminated reliance on prior year's surplus as a financing source for the third consecutive year; moving the City closer to achieving fiscal sustainability. However, the use of one-time/ unsustainable revenues of $23 million from reserve contributions will impact the 2016 Operating Budget opening pressure.

2015 Council Approved Net Operating Budget

The 2015 Council Approved Tax Supported Net Operating Budget is $3.849 billion, which represents a 2.3% or $86.546 million increase over the 2014 Approved Net Operating Budget of $3.762 billion. Chart 9 below illustrates how the 2015 Council Approved Tax Supported Net Operating Budget, or property tax funding, will be spent. Consistent with the allocation of the gross expenditures, 74.0% of the 2015 Council Approved Tax Supported Net Operating Budget is directed to emergency services, transit and transportation and cost shared/Provincially mandated health and social services.

Chart 9
2015 Council Approved Net Operating Budget
($Millions)


Toronto Paramedic Services, 74.7, 2%
Fire Services, 415.9, 11%
Toronto Employment & Social Services, 151.3, 4%
Toronto Police Service, 955.0, 25%
Long Term Care Homes & Services, 46.2, 1%
Shelter, Support & Housing Administration, 283.4, 7%
Children's Services, 76.7, 2%
$3.8 B
Toronto Public Health, 57.0, 2%
TTC, 582.5, 15%
Debt Charges, 425.9, 11%
Other, 57.7, 2%
City Planning & MLS, 36.7, 1%
Transportation Services, 205.3, 5%
Toronto Public Library, 172.1, 4%
Parks, Forestry & Recreation, 308.1, 8%

2015 Approved Positions

The total 2015 Council Approved Tax Staff Complement is 50,671.3 positions which include:

- 47,605.8 positions for service delivery; and
- 3,065.5 positions for Capital project delivery.

The 2015 staffing level represents a net increase of 991.6 positions or 2.0% over the 2014 Approved Staffing Complement reflecting 241.9 additional Capital positions and 749.7 Operating positions.

Operating Position Changes

Table 9 below shows the 2015 Council Approved Staff Complement increase of 749.7 positions for service delivery which reflects the addition of 1,034.3 positions, partially offset by a reduction of 284.6 positions.

Table 9
2015 Operating Budget
Summary of Council Approved Operation Deletions and Additions

Programs/Agencies	Base	New	Total		
Position Deletions:					
Citizen Centred Services "A"	(117.2)		(44.8)	(72.4)	(117.2)
Citizen Centred Services "B"	(46.1)		(33.1)	(13.0)	(46.1)
Internal Services	(18.0)		(12.0)	(6.0)	(18.0)
City Manager's Office	(3.0)		(2.0)	(1.0)	(3.0)
Other City Programs	(32.6)		(0.6)	(32.0)	(32.6)
City Operations	**(216.9)**		**(92.5)**	**(124.4)**	**(216.9)**
Public Health	(3.0)			(3.0)	(3.0)
City Operations Inc. Public Health	**(219.9)**		**(92.5)**	**(127.4)**	**(219.9)**
Toronto Transit Commission	(45.0)		(45.0)		(45.0)
Other Agencies	(19.7)		(16.3)	(3.4)	(19.7)
Total Deletions	**(284.6)**		**(153.8)**	**(130.8)**	**(284.6)**
Position Additions:					
Citizen Centred Services "A"	179.8	129.3	160.0	149.1	309.1
Citizen Centred Services "B"	12.0	57.3	63.0	6.3	69.3
Internal Services	29.0	8.0	28.0	9.0	37.0
City Manager's Office	6.0		6.0		6.0
Other City Programs	7.2	8.0	8.0	7.2	15.2
City Operations	**234.0**	**202.6**	**265.0**	**171.6**	**436.6**
Public Health	1.9	4.5	4.0	2.4	6.4
City Operations Inc. Public Health	**235.9**	**207.1**	**269.0**	**174.0**	**443.0**
Toronto Transit Commission	201.0	361.0	556.0	6.0	562.0
Other Agencies	25.4	3.9	25.0	4.3	29.3
Total Additions	**462.3**	**572.0**	**850.0**	**184.3**	**1,034.3**
Total Operations	**177.7**	**572.0**	**696.2**	**53.5**	**749.7**

The major contributors to the increase of 1,034.3 positions that has a total cost of $52.738 million gross and $22.879 million net are as follows:

- Toronto Transit Commission: Net addition of 537.0 positions resulting in a cost increase of $23.685 million gross and net for 2015. The additional complement is primarily driven by TTC's various initiatives to accommodate ridership growth and improve customer service.
- Toronto Paramedic Services: Net increase of 64.0 positions for a cost of $3.819 million gross and $3.110 million net will primarily address the increase in emergency call demands and improve PS's response time to life-threatening emergency calls.
- Toronto Fire Services: Net increase of 28.0 positions for a total cost of $1.446 million gross and $1.120 million net is primary for additional Prevention and Public Education positions to enhance the City's fire prevention and public education programs.

The deletion of 284.6 positions will result in a savings of $19.345 million gross and $7.707 million net. Of the 284.6 positions, 21.3 position reductions arise

from the implementation of service efficiencies and service changes, while the remaining 263.3 position reductions are due to operational changes, such as reductions to the 2015 budgeted caseload of 7,500.

The net increase of 749.7 positions is primarily attributed to Toronto Transit Commission (517.0 net additions), Parks, Forestry and Recreation (122.0 net additions), Toronto Paramedic Services (64.0 net additions), Long Term care and Homes (46.1 net additions), Fire Services (28.0 net additions), Toronto Employment and Social Services (59.5 net reductions), City Clerk's Office (25.8 net reductions) and Transportation Services (26.6 net reductions). Please refer to Appendix 2 for details by City Program and Agency.

2016 and 2017 Operating Plan

Approval of the 2015 Council Approved Operating Budget will result in the 2016 and 2017 Operating Plan pressures of $302 million and $276 million respectively as shown in Table 10 below. The pressures are primarily driven by inflationary costs of providing prior year services and service levels including cost of living adjustments, annualized costs of prior year decisions, depletion of reserves and loss of Provincial funding for Social Housing. These increases are partially off-set by increases in projected revenues from Toronto Transit Commission (includes a 10 cent fare increase), combined with the continued uploading of service costs to the Province for Ontario Works benefits and court security and prisoner transportation costs.

For 2016, the projected Plan pressure before revenue increases is estimated to be approximately $381 million, comprised of $36 million from the use of one-time/ unsustainable revenues from reserves and $345 million in expenditure changes. The estimated Plan pressure for 2017 before revenue increases is $389 million, with $17 million from the depletion of reserves and $372 million in spending changes.

Budget adjustments of $44 million in 2016 and $45 million in 2017 are required as part of the strategies to address the loss of Provincial funding for Social Housing.

A 10 cent fare increase and Metropass trip adjustments for the TTC are anticipated to provide revenue gains of $30 million in 2016 and an additional $30 million in 2017. Uploading of service costs and user fee revenue are anticipated to provide revenue gains of $12 million in 2016 and an additional $46 million in 2017. For 2016, revenue from user fees/ other revenue changes ($10 million) and the Toronto Parking Authority ($9 million) are anticipated to decline. Additional property tax revenues of $51 million in 2016 and $52 million in 2017 are dependent on future City Council decisions to approve a property tax rate increase, assumed to be 2.0% residential and 0.67% non-residential increase in each of the next 2 years. Revenue from assessment growth is anticipated to increase by $30 million for both 2016 and 2017.

In 2016 and 2017 balancing the Operating Budget pressures will be a challenge. Annual inflationary tax increases are insufficient to cover growing expenditures (specifically compensation costs in certain City Programs). It will be critical that the City find budget adjustments of $44 million in 2016 and $45 million in 2017 which is equivalent to 1.7% residential tax increases to compensate for the loss of Provincial funding. Furthermore, the City will need to eliminate $36 million in reserve funding. The City's move to service based and performance focused budgeting will assist in supporting the City's efficiency to meet these challenges.

Table 10
2016 and 2017 Incremental Operating Budget Plan
($Millions)

	2016	Res. Tax Impact	2017	Res. Tax Impact
Compensation & Benefits	122		132	
Non-Labour Inflationary Impact	15		16	
Annualization of Prior Year Decisions	58		27	
Operating Impact of Completed Capital Projects	30		17	
Depletion of Reserves	36		17	
Other Base Budget Changes	17		8	
CFC (Capital From Current)	26		29	
Debt Charges	21		33	
Other Expenditures	55		110	
Total Expenditure Pressures	**381**	**15%**	**389**	**15%**
Pressure from Provincial Funding Shortfall	43		(7)	
Pressure from Restoring CFC	1		52	
Sub-Total: Budget Adjustments to Address TPC Shortfall	**44**		**45**	
Total Pressure after Provincial Funding Shortfall	**425**	**17%**	**434**	**17%**
Revenue Change:				
TTC Ridership Growth	(3)		5	
Uploading of Services	(23)		(24)	
Interest/Dividend Income	(6)		(8)	
User Fees/Other Revenue Change	10		(19)	
Parking Authority Revenues	9			
Total Revenue Change	**(12)**		**(46)**	
Pressure after Revenue Changes:	**413**	**16%**	**388**	**15%**
Additional TTC Fare Increase/Adjustmetns	(30)		(30)	
Assessment Growth	(30)		(30)	
Potential Tax Impact	**353**	**14%**	**328**	**13%**
Inflationary Property Tax Rate Increase (2.0% Residents/0.67% Non-Residential)	(51)		(52)	
Remaining Pressure	**302**	**12%**	**276**	**11%**

The City of Toronto Budget Process

The City of Toronto has continuously refined and matured its budget process to ensure that the budget development, review and approval process results in the most efficient use of City resources to effectively meet the service and infrastructure priorities and needs of the citizens of Toronto in a fiscally sustainable manner. Improvements over time have seen the City incorporate good governance and best practices and principles in financial planning and budgeting process.

TORONTO BUDGET

CITY OF TORONTO
2015 COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURE

APPENDIX 1

(In $000's)	2013 Budget	2014 Budget	2015 Base Budget	Change from 2014 Approved Budget		2015 New / Enh. Budget	2015 Budget	Change from 2014 Approved Budget	
				$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"									
Affordable Housing Office	1,195	1,195	1,195	(0)	(0.0%)	0	1,195	(0)	(0.0%)
Children's Services	76,717	76,716	76,716	(0)	(0.0%)	0	76,716	0	0.0%
Court Services	(13,783)	(13,783)	(4,974)	8,809	(63.9%)	(83)	(5,057)	8,726	(63.3%)
Economic Development & Culture	45,402	48,693	49,869	1,176	2.4%	4,000	53,869	5,176	10.6%
Toronto Paramedic Services	68,576	69,109	71,609	2,501	3.6%	3,097	74,706	5,597	8.1%
Long Term Care Homes & Services	46,290	45,790	46,158	369	0.8%	0	46,158	369	0.8%
Parks, Forestry & Recreation	273,071	288,917	307,303	18,385	6.4%	818	308,121	19,203	6.6%
Shelter, Support & Housing Administration	217,814	197,516	280,866	83,350	42.2%	2,575	283,441	85,926	43.5%
Social Development, Finance & Administration	28,513	29,969	30,356	387	1.3%	614	30,970	1,001	3.3%
Toronto Employment & Social Services	188,325	172,364	151,122	(21,243)	(12.3%)	226	151,348	(21,017)	(12.2%)
Sub-Total Citizen Centred Services "A"	932,119	916,486	1,010,220	93,734	10.2%	11,247	1,021,467	104,981	11.5%
Citizen Centred Services "B"									
City Planning	14,447	15,608	15,084	(525)	(3.4%)	525	15,608	0	0.0%
Fire Services	398,779	410,901	414,740	3,838	0.9%	1,187	415,927	5,026	1.2%
Municipal Licensing & Standards	20,214	21,077	20,985	(92)	(0.4%)	90	21,076	(2)	(0.0%)
Policy, Planning, Finance & Administration	10,544	9,885	9,757	(128)	(1.3%)	0	9,757	(128)	(1.3%)
Engineering & Construction Services	7,604	7,604	7,554	(50)	(0.7%)	(0)	7,554	(50)	(0.7%)
Toronto Buildings	(11,031)	(10,944)	(10,944)	0	(0.0%)	83	(10,861)	83	(0.8%)
Transportation Services	206,107	206,107	205,967	(140)	(0.1%)	(692)	205,275	(832)	(0.4%)
Sub-Total Citizen Centred Services "B"	646,664	660,238	663,143	2,904	0.4%	1,193	664,336	4,097	0.6%
Internal Services									
Office of the Chief Financial Officer	9,446	9,446	9,446	(0)	(0.0%)	0	9,446	0	0.0%
Office of the Treasurer	29,898	30,373	30,923	550	1.8%	(550)	30,373	0	0.0%
Facilities, Real Estate, Environment & Energy	63,046	65,319	65,319	0	0.0%	0	65,320	0	0.0%
Fleet Services	165	0	(1,700)	(1,700)	n/a	0	(1,700)	(1,700)	n/a
311 Toronto	10,360	10,285	10,590	305	3.0%	0	10,590	305	3.0%
Information & Technology	67,846	68,539	70,745	2,206	3.2%	(0)	70,745	2,206	3.2%
Sub-Total Internal Services	180,761	183,962	185,324	1,362	0.7%	(550)	184,774	812	0.4%
City Manager									
City Manager's Office	44,811	46,652	46,922	270	0.6%	(0)	46,922	270	0.6%
Sub-Total City Manager	44,811	46,652	46,922	270	0.6%	(0)	46,922	270	0.6%
Other City Programs									
Local Appeal Body	0	0	0	0	n/a	1,000	1,000	1,000	n/a
City Clerk's Office	31,469	31,528	32,763	1,235	3.9%	0	32,763	1,235	3.9%
Legal Services	19,353	19,193	20,348	1,155	6.0%	0	20,348	1,155	6.0%
Mayor's Office	1,541	1,971	2,297	326	16.5%	0	2,297	326	16.5%
City Council	19,957	19,957	20,685	728	3.6%	0	20,685	728	3.6%
Sub-Total Other City Programs	72,321	72,650	76,093	3,443	4.7%	1,000	77,093	4,443	6.1%
Accountability Offices									
Auditor General's Office	4,178	4,685	4,717	32	0.7%	0	4,717	32	0.7%
Integrity Commissioner's Office	262	299	339	40	13.2%	89	428	129	43.0%
Office of the Lobbyist Registrar	1,087	1,087	1,124	37	3.4%	0	1,124	37	3.4%
Office of the Ombudsman	1,593	1,636	1,670	35	2.1%	85	1,755	120	7.3%
Sub-Total Council Appointed Programs	7,121	7,707	7,850	142	1.8%	174	8,024	316	4.1%
TOTAL - CITY OPERATIONS	1,883,796	1,887,695	1,989,551	101,855	5.4%	13,064	2,002,615	114,920	6.1%
Agencies									
Toronto Public Health	50,407	54,982	55,461	479	0.9%	1,508	56,970	1,987	3.6%
Toronto Public Library	165,360	167,637	171,755	4,117	2.5%	375	172,130	4,492	2.7%
Association of Community Centres	7,004	7,170	7,474	304	4.2%	0	7,474	304	4.2%
Exhibition Place	(100)	(100)	(300)	(200)	200.0%	0	(300)	(200)	200.0%
Heritage Toronto	312	312	312	0	0.0%	0	312	0	0.0%
Theatres	4,329	4,757	5,148	391	8.2%	0	5,148	391	8.2%
Toronto Zoo	11,648	11,443	11,890	446	3.9%	(182)	11,708	264	2.3%
Arena Boards of Management	(16)	(96)	(7)	89	(92.9%)	0	(7)	89	(92.9%)
Yonge-Dundas Square	437	393	393	(0)	(0.0%)	0	393	(0)	(0.0%)
Toronto & Region Conservation Authority	3,290	3,372	3,456	84	2.5%	0	3,456	84	2.5%
Toronto Transit Commission - Conventional	410,951	440,081	473,823	33,742	7.7%	(93)	473,731	33,650	7.6%
Toronto Transit Commission - Wheel Trans	96,823	106,823	108,799	1,976	1.8%	0	108,799	1,976	1.8%
Toronto Police Service	928,590	957,661	952,661	(5,000)	(0.5%)	0	952,661	(5,000)	(0.5%)
Toronto Police Services Board	2,276	2,358	2,284	(74)	(3.2%)	32	2,316	(42)	(1.8%)
TOTAL - AGENCIES	1,681,310	1,756,795	1,793,148	36,354	2.1%	1,641	1,794,789	37,995	2.2%
Corporate Accounts									
Capital & Corporate Financing	617,298	652,140	643,126	(9,014)	(1.4%)	0	643,126	(9,014)	(1.4%)
Non-Program Expenditures	0								
Tax Deficiencies/Write offs	72,000	52,000	47,000	(5,000)	(9.6%)	0	47,000	(5,000)	(9.6%)
Assessment Function (MPAC)	39,820	40,370	40,210	(160)	(0.4%)	0	40,210	(160)	(0.4%)
Temporary Borrowing	0	0	0	0	n/a	0	0	0	n/a
Funding of Employee Related Liabilities	75,947	75,903	65,905	(9,998)	(13.2%)	0	65,905	(9,998)	(13.2%)
Tax Rebates for Registered Charities	0	0	0	0	n/a	0	0	0	n/a
Programs Funded from Reserve Funds	0	0	0	0	n/a	0	0	0	n/a
Other Corporate Expenditures	28,968	22,202	57,582	35,380	159.4%	0	57,582	35,380	159.4%
Insurance Premiums & Claims	7,300	7,300	7,300	0	0.0%	0	7,300	0	0.0%
Parking Tag Enforcement & Operations	59,137	61,383	63,461	2,078	3.4%	0	63,461	2,078	3.4%
Vacancy Rebate Program	22,000	22,000	23,000	1,000	4.5%	0	23,000	1,000	4.5%
Heritage Property Taxes Rebate	2,000	2,000	2,000	0	0.0%	0	2,000	0	0.0%
Street & Expressway Lighting Services	0	0	0	0	n/a	0	0	0	n/a
Pandemic Influenza Stockpiling	0	0	1,030	1,030	n/a	0	1,030	1,030	n/a
Solid Waste Management Services Rebate	182,392	181,392	163,492	(17,900)	(9.9%)	0	163,492	(17,900)	(9.9%)
Non-Program Expenditures	489,564	464,550	470,981	6,431	1.4%	0	470,981	6,431	1.4%
Non-Program Revenues									

TORONTO BUDGET

CITY OF TORONTO
2015 COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURE

APPENDIX 1

(In $000's)	2013 Budget	2014 Budget	2015 Base Budget	Change from 2014 Approved Budget		2015 New / Enh. Budget	2015 Budget	Change from 2014 Approved Budget	
				$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Tax Stabilization Reserve (Prior Year Surplus)	0	0	0	0	n/a	0	0	0	n/a
Payments in Lieu of Taxes	(92,149)	(94,653)	(97,525)	(2,872)	3.0%	0	(97,525)	(2,872)	3.0%
Supplementary Taxes	(50,000)	(40,000)	(35,000)	5,000	(12.5%)	0	(35,000)	5,000	(12.5%)
Tax Penalty Revenue	(29,000)	(29,000)	(29,000)	0	0.0%	0	(29,000)	0	0.0%
Municipal Land Transfer Tax	(315,089)	(349,801)	(385,000)	(35,199)	10.1%	0	(385,000)	(35,199)	10.1%
Third Party Sign Tax	(9,555)	(10,726)	(10,861)	(135)	1.3%	0	(10,861)	(135)	1.3%
Interest/Investment Earnings	(124,227)	(124,254)	(124,254)	0	0.0%	0	(124,254)	0	0.0%
Other Corporate Revenues	(7,514)	(3,150)	(18,078)	(14,928)	473.9%	0	(18,078)	(14,928)	473.9%
Dividend Income	(45,000)	(55,000)	(67,500)	(12,500)	22.7%	0	(67,500)	(12,500)	22.7%
Provincial Gas Tax	(91,600)	(91,600)	(91,600)	0	0.0%	0	(91,600)	0	0.0%
Parking Authority Revenues	(48,426)	(48,426)	(41,787)	6,639	(13.7%)	0	(41,787)	6,639	(13.7%)
Administrative Support Recoveries - Water	(18,973)	(18,973)	(18,973)	0	0.0%	0	(18,973)	0	0.0%
Administrative Support Recoveries - Health & EMS	(16,327)	(16,327)	(16,327)	0	0.0%	0	(16,327)	0	0.0%
Parking Tag Enforcement & Operations	(82,134)	(84,380)	(95,270)	(10,890)	12.9%	0	(95,270)	(10,890)	12.9%
Other Tax Revenues	(14,200)	(13,877)	(13,223)	654	(4.7%)	0	(13,223)	654	(4.7%)
Woodbine Slots Revenues	(14,900)	(15,000)	(15,000)	0	0.0%	0	(15,000)	0	0.0%
Gaming & Registry Revenues	0	(3,924)	(3,479)	445	(11.4%)	0	(3,479)	445	(11.4%)
Non-Program Revenues	(959,094)	(999,091)	(1,062,877)	(63,786)	6.4%	0	(1,062,877)	(63,786)	6.4%
TOTAL - CORPORATE ACCOUNTS	**147,768**	**117,599**	**51,230**	(66,369)	**(56.4%)**	**0**	**51,230**	(66,369)	**(56.4%)**
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	**3,712,874**	**3,762,089**	**3,833,929**	**71,840**	**1.9%**	**14,705**	**3,848,635**	**86,546**	**2.3%**
Assessment Change							(29,638)	(29,638)	n/a
TOTAL LEVY OPERATING BUDGET	**3,712,874**	**3,762,089**	**3,833,929**	**71,840**	**1.9%**	**14,705**	**3,818,997**	**56,908**	**1.5%**
Special Levy for Scarborough Subway	0	12,207					24,847		
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	**3,712,874**	**3,774,296**	**3,833,929**	**59,633**	**1.6%**	**14,705**	**3,873,482**	**99,186**	**2.6%**
NON LEVY OPERATION									
Solid Waste Management Services	0	0	(908)	(908)	n/a	908	0	0	n/a
Toronto Parking Authority	(63,181)	(62,330)	(54,762)	7,568	(12.1%)	2,517	(52,246)	10,084	(16.2%)
Toronto Water	0	0	(95)	(95)	n/a	95	0	0	n/a
TOTAL NON LEVY OPERATING BUDGET	(63,181)	(62,330)	(55,765)	6,565	**(10.5%)**	3,519	(52,246)	10,084	**(16.2%)**

TORONTO

CITY OF TORONTO
2015 COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURE

APPENDIX 1

(In $000's)	2013 Budget	2014 Budget	2015 Base Budget	Change from 2014 Approved Budget		2015 New / Enh. Budget	2015 Budget	Change from 2014 Approved Budget	
				$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"									
Affordable Housing Office	2,682	2,743	2,764	21	0.8%	0	2,764	21	0.8%
Children's Services	402,336	421,733	447,964	26,231	6.2%	4,441	452,405	30,671	7.3%
Court Services	55,130	53,814	49,527	(4,288)	(8.0%)	0	49,527	(4,288)	(8.0%)
Economic Development & Culture	63,431	72,394	73,113	719	1.0%	6,500	79,613	7,219	10.0%
Toronto Paramedic Services	181,368	187,182	192,137	4,955	2.6%	5,670	197,807	10,624	5.7%
Long Term Care Homes & Services	230,180	231,800	242,101	10,302	4.4%	0	242,101	10,302	4.4%
Parks, Forestry & Recreation	395,901	413,045	435,248	22,204	5.4%	2,649	437,897	24,853	6.0%
Shelter, Support & Housing Administration	689,232	647,384	642,521	(4,863)	(0.8%)	7,966	650,487	3,103	0.5%
Social Development, Finance & Administration	34,797	40,827	44,261	3,434	8.4%	3,130	47,391	6,564	16.1%
Toronto Employment & Social Services	1,242,692	1,172,328	1,111,195	(61,132)	(5.2%)	1,976	1,113,171	(59,156)	(5.0%)
Sub-Total Citizen Centred Services "A"	3,297,748	3,243,250	3,240,833	(2,417)	(0.1%)	32,331	3,273,164	29,914	0.9%
Citizen Centred Services "B"									
City Planning	40,783	41,607	42,561	953	2.3%	525	43,086	1,478	3.6%
Fire Services	413,131	425,535	429,438	3,903	0.9%	3,490	432,927	7,392	1.7%
Municipal Licensing & Standards	49,298	50,046	50,804	758	1.5%	90	50,895	849	1.7%
Policy, Planning, Finance & Administration	22,057	22,063	21,969	(94)	(0.4%)	140	22,109	46	0.2%
Engineering & Construction Services	70,553	65,602	66,424	822	1.3%	424	66,848	1,246	1.9%
Toronto Buildings	47,091	48,409	49,366	957	2.0%	973	50,339	1,930	4.0%
Transportation Services	331,447	340,202	343,964	3,762	1.1%	2,876	346,840	6,638	2.0%
Sub-Total Citizen Centred Services "B"	974,359	993,463	1,004,525	11,062	1.1%	8,518	1,013,043	19,580	2.0%
Internal Services									
Office of the Chief Financial Officer	16,254	16,203	16,058	(145)	(0.9%)	169	16,227	24	0.1%
Office of the Treasurer	73,760	74,387	76,666	2,279	3.1%	617	77,283	2,896	3.9%
Facilities, Real Estate, Environment & Energy	184,459	188,747	189,210	463	0.2%	0	189,211	464	0.2%
Fleet Services	47,266	47,789	50,576	2,787	5.8%	121	50,697	2,908	6.1%
311 Toronto	18,872	17,801	18,920	1,120	6.3%	0	18,920	1,120	6.3%
Information & Technology	106,815	110,433	119,987	9,554	8.7%	(0)	119,987	9,554	8.7%
Sub-Total Internal Services	447,425	455,359	471,418	16,059	3.5%	907	472,325	16,966	3.7%
City Manager									
City Manager's Office	52,815	55,402	55,061	(340)	(0.6%)	(0)	55,061	(340)	(0.6%)
Sub-Total City Manager	52,815	55,402	55,061	(340)	(0.6%)	(0)	55,061	(340)	(0.6%)
Other City Programs									
Local Appeal Body	0	0	0	0	n/a	1,050	1,050	1,050	n/a
City Clerk's Office	47,689	59,592	50,178	(9,414)	(15.8%)	0	50,178	(9,414)	(15.8%)
Legal Services	45,431	47,044	48,770	1,726	3.7%	839	49,609	2,564	5.5%
Mayor's Office	1,541	1,971	2,297	326	16.5%	0	2,297	326	16.5%
City Council	19,987	22,287	20,815	(1,472)	(6.6%)	0	20,815	(1,472)	(6.6%)
Sub-Total Other City Programs	114,649	130,896	122,060	(8,835)	(6.7%)	1,889	123,949	(6,946)	(5.3%)
Accountability Offices									
Auditor General's Office	4,178	4,685	4,717	32	0.7%	0	4,717	32	0.7%
Integrity Commissioner's Office	262	299	339	40	13.2%	89	428	129	43.0%
Office of the Lobbyist Registrar	1,087	1,087	1,124	37	3.4%	0	1,124	37	3.4%
Office of the Ombudsman	1,593	1,636	1,670	35	2.1%	85	1,755	120	7.3%
Sub-Total Council Appointed Programs	7,121	7,707	7,850	142	1.8%	174	8,024	316	4.1%
TOTAL - CITY OPERATIONS	4,894,118	4,886,077	4,901,747	15,670	0.3%	43,818	4,945,566	59,489	1.2%
Agencies									
Toronto Public Health	243,502	247,632	250,252	2,620	1.1%	2,046	252,298	4,666	1.9%
Toronto Public Library	182,030	184,220	188,396	4,176	2.3%	250	188,646	4,426	2.4%
Association of Community Centres	7,435	7,600	7,872	272	3.6%	0	7,872	272	3.6%
Exhibition Place	43,651	44,438	38,131	(6,307)	(14.2%)	0	38,131	(6,307)	(14.2%)
Heritage Toronto	740	769	761	(8)	(1.0%)	0	761	(8)	(1.0%)
Theatres	23,609	22,161	23,126	965	4.4%	0	23,126	965	4.4%
Toronto Zoo	54,103	51,756	50,491	(1,264)	(2.4%)	72	50,563	(1,193)	(2.3%)
Arena Boards of Management	7,301	8,168	8,400	233	2.9%	0	8,400	233	2.9%
Yonge-Dundas Square	2,069	2,216	2,266	50	2.3%	0	2,266	50	2.3%
Toronto & Region Conservation Authority	38,356	39,507	40,187	680	1.7%	0	40,187	680	1.7%
Toronto Transit Commission - Conventional	1,540,948	1,606,684	1,655,130	48,446	3.0%	38,690	1,693,820	87,137	5.4%
Toronto Transit Commission - Wheel Trans	102,369	112,562	115,313	2,751	2.4%	0	115,313	2,751	2.4%
Toronto Police Service	1,019,725	1,085,551	1,084,590	(961)	(0.1%)	64,944	1,149,534	63,983	5.9%
Toronto Police Services Board	2,776	3,158	2,784	(374)	(11.9%)	282	3,066	(92)	(2.9%)
TOTAL - AGENCIES	3,268,615	3,416,422	3,467,700	51,278	1.5%	106,284	3,573,984	157,563	4.6%
Corporate Accounts									
Capital & Corporate Financing	655,019	688,334	671,729	(16,605)	(2.4%)	0	671,729	(16,605)	(2.4%)
Non-Program Expenditures									
Tax Deficiencies/Write offs	72,000	52,000	79,204	27,204	52.3%	0	79,204	27,204	52.3%
Assessment Function (MPAC)	39,820	40,370	40,210	(160)	(0.4%)	0	40,210	(160)	(0.4%)
Temporary Borrowing	0	0	0	0	n/a	0	0	0	n/a
Funding of Employee Related Liabilities	75,947	75,903	65,905	(9,998)	(13.2%)	0	65,905	(9,998)	(13.2%)
Tax Rebates for Registered Charities	5,815	6,579	6,651	72	1.1%	0	6,651	72	1.1%
Programs Funded from Reserve Funds	132,095	136,384	124,108	(12,276)	(9.0%)	0	124,108	(12,276)	(9.0%)
Other Corporate Expenditures	40,528	93,691	59,966	(33,726)	(36.0%)	0	59,966	(33,726)	(36.0%)
Insurance Premiums & Claims	7,300	7,300	7,300	0	0.0%	0	7,300	0	0.0%
Parking Tag Enforcement & Operations	59,137	61,383	63,461	2,078	3.4%	0	63,461	2,078	3.4%
Vacancy Rebate Program	22,000	22,000	23,000	1,000	4.5%	0	23,000	1,000	4.5%
Heritage Property Taxes Rebate	2,000	2,000	2,000	0	0.0%	0	2,000	0	0.0%
Street & Expressway Lighting Services	0	0	0	0	n/a	0	0	0	n/a
Pandemic Influenza Stockpiling	0	0	1,030	1,030	n/a	0	1,030	1,030	n/a
Solid Waste Management Services Rebate	182,392	181,392	163,492	(17,900)	(9.9%)	0	163,492	(17,900)	(9.9%)
Non-Program Expenditures	639,033	679,003	636,327	(42,675)	(6.3%)	0	636,327	(42,675)	(6.3%)
Non-Program Revenues									

TORONTO

CITY OF TORONTO
2015 COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURE

APPENDIX 1

(In $000's)	2013 Budget	2014 Budget	2015 Base Budget	Change from 2014 Approved Budget		2015 New / Enh. Budget	2015 Budget	Change from 2014 Approved Budget	
				$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Tax Stabilization Reserve (Prior Year Surplus)	0	0	0	0	n/a	0	0	0	n/a
Payments in Lieu of Taxes	0	0	0	0	n/a	0	0	0	n/a
Supplementary Taxes	0	0	0	0	n/a	0	0	0	n/a
Tax Penalty Revenue	0	0	0	0	n/a	0	0	0	n/a
Municipal Land Transfer Tax	6,385	6,497	46,524	40,027	616.1%	0	46,524	40,027	616.1%
Third Party Sign Tax	925	896	924	28	3.1%	0	924	28	3.1%
Interest/Investment Earnings	931	978	1,089	111	11.4%	0	1,089	111	11.4%
Other Corporate Revenues	895	186	194	8	4.2%	0	194	8	4.2%
Dividend Income	0	0	0	0	n/a	0	0	0	n/a
Provincial Gas Tax	0	0	0	0	n/a	0	0	0	n/a
Parking Authority Revenues	0	0	0	0	n/a	0	0	0	n/a
Administrative Support Recoveries - Water	0	0	0	0	n/a	0	0	0	n/a
Administrative Support Recoveries - Health & EMS	0	0	0	0	n/a	0	0	0	n/a
Parking Tag Enforcement & Operations	0	0	0	0	n/a	0	0	0	n/a
Other Tax Revenues	0	0	0	0	n/a	0	0	0	n/a
Woodbine Slots Revenues	0	0	0	0	n/a	0	0	0	n/a
Gaming & Registry Revenues	0	709	709	0	0.0%	0	709	0	0.0%
Non-Program Revenues	9,136	9,266	49,440	40,174	433.6%	0	49,440	40,174	433.6%
TOTAL - CORPORATE ACCOUNTS	1,303,188	1,376,603	1,357,496	(19,107)	(1.4%)	0	1,357,496	(19,107)	(1.4%)
TOTAL LEVY OPERATING BUDGET	9,465,920	9,679,102	9,726,943	47,842	0.5%	150,103	9,877,046	197,944	2.0%
Special Levy for Scarborough Subway	0	12,207					24,847		
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	9,465,920	9,691,309	9,726,943	35,635	0.4%	150,103	9,901,893	210,584	2.2%
NON LEVY OPERATION									
Solid Waste Management Services	349,943	354,026	369,630	15,604	4.4%	1,155	370,785	16,759	4.7%
Toronto Parking Authority	72,217	76,106	79,467	3,361	4.4%	2,517	81,984	5,878	7.7%
Toronto Water	940,797	1,022,086	1,080,577	58,491	5.7%	95	1,080,673	58,586	5.7%
TOTAL NON LEVY OPERATING BUDGET	1,362,957	1,452,218	1,529,675	77,456	5.3%	3,767	1,533,441	81,223	5.6%

TORONTO

CITY OF TORONTO
2015 COUNCIL APPROVED OPERATING BUDGET
GROSS REVENUE

APPENDIX 1

(In $000's)	2013 Budget	2014 Budget	2015 Base Budget	Change from 2014 Approved Budget		2015 New / Enh. Budget	2015 Budget	Change from 2014 Approved Budget	
				$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"									
Affordable Housing Office	1,487	1,548	1,569	21	1.4%	0	1,569	21	1.4%
Children's Services	325,619	345,017	371,248	26,231	7.6%	4,441	375,688	30,671	8.9%
Court Services	68,913	67,597	54,501	(13,097)	(19.4%)	83	54,584	(13,014)	(19.3%)
Economic Development & Culture	18,029	23,701	23,244	(457)	(1.9%)	2,500	25,744	2,043	8.6%
Toronto Paramedic Services	112,792	118,074	120,528	2,454	2.1%	2,573	123,101	5,027	4.3%
Long Term Care Homes & Services	183,891	186,010	195,943	9,933	5.3%	0	195,943	9,933	5.3%
Parks, Forestry & Recreation	122,829	124,128	127,946	3,818	3.1%	1,831	129,777	5,649	4.6%
Shelter, Support & Housing Administration	471,418	449,868	361,655	(88,213)	(19.6%)	5,391	367,046	(82,822)	(18.4%)
Social Development, Finance & Administration	6,284	10,857	13,905	3,048	28.1%	2,516	16,421	5,563	51.2%
Toronto Employment & Social Services	1,054,367	999,963	960,074	(39,890)	(4.0%)	1,750	961,824	(38,140)	(3.8%)
Sub-Total Citizen Centred Services "A"	2,365,629	2,326,764	2,230,613	(96,151)	(4.1%)	21,084	2,251,696	(75,068)	(3.2%)
Citizen Centred Services "B"									
City Planning	26,336	25,999	27,477	1,478	5.7%	0	27,477	1,478	5.7%
Fire Services	14,352	14,634	14,698	64	0.4%	2,302	17,000	2,367	16.2%
Municipal Licensing & Standards	29,084	28,969	29,819	851	2.9%	0	29,819	851	2.9%
Policy, Planning, Finance & Administration	11,512	12,178	12,212	34	0.3%	140	12,352	174	1.4%
Engineering & Construction Services	62,948	57,998	58,870	872	1.5%	424	59,294	1,296	2.2%
Toronto Buildings	58,122	59,353	60,310	957	1.6%	890	61,200	1,847	3.1%
Transportation Services	125,340	134,095	137,997	3,901	2.9%	3,568	141,565	7,470	5.6%
Sub-Total Citizen Centred Services "B"	327,695	333,225	341,383	8,158	2.4%	7,325	348,707	15,482	4.6%
Internal Services									
Office of the Chief Financial Officer	6,809	6,757	6,612	(145)	(2.1%)	169	6,781	24	0.4%
Office of the Treasurer	43,862	44,014	45,743	1,729	3.9%	1,167	46,910	2,896	6.6%
Facilities, Real Estate, Environment & Energy	121,412	123,428	123,891	463	0.4%	0	123,891	463	0.4%
Fleet Services	47,101	47,789	52,276	4,487	9.4%	121	52,397	4,608	9.6%
311 Toronto	8,512	7,516	8,330	814	10.8%	0	8,330	814	10.8%
Information & Technology	38,969	41,894	49,242	7,348	17.5%	0	49,242	7,348	17.5%
Sub-Total Internal Services	266,665	271,397	286,094	14,697	5.4%	1,457	287,551	16,154	6.0%
City Manager									
City Manager's Office	8,004	8,750	8,139	(610)	(7.0%)	0	8,139	(610)	(7.0%)
Sub-Total City Manager	8,004	8,750	8,139	(610)	(7.0%)	0	8,139	(610)	(7.0%)
Other City Programs									
Local Appeal Body	0	0	0	0	n/a	50	50	50	n/a
City Clerk's Office	16,220	28,065	17,415	(10,649)	(37.9%)	0	17,415	(10,649)	(37.9%)
Legal Services	26,078	27,851	28,423	571	2.1%	839	29,261	1,410	5.1%
Mayor's Office	0	0	0	0	n/a	0	0	0	n/a
City Council	30	2,330	130	(2,200)	(94.4%)	0	130	(2,200)	(94.4%)
Sub-Total Other City Programs	42,328	58,246	45,968	(12,278)	(21.1%)	889	46,856	(11,389)	(19.6%)
Accountability Offices									
Auditor General's Office	0	0	0	0	n/a	0	0	0	n/a
Integrity Commissioner's Office	0	0	0	0	n/a	0	0	0	n/a
Office of the Lobbyist Registrar	0	0	0	0	n/a	0	0	0	n/a
Office of the Ombudsman	0	0	0	0	n/a	0	0	0	n/a
Sub-Total Council Appointed Programs	0	0	0	0	n/a	0	0	0	n/a
TOTAL - CITY OPERATIONS	3,010,321	2,998,381	2,912,197	(86,185)	(2.9%)	30,754	2,942,950	(55,431)	(1.8%)
Agencies									
Toronto Public Health	193,095	192,650	194,791	2,141	1.1%	538	195,329	2,679	1.4%
Toronto Public Library	16,671	16,583	16,641	58	0.4%	(125)	16,516	(67)	(0.4%)
Association of Community Centres	431	430	398	(32)	(7.4%)	0	398	(32)	(7.4%)
Exhibition Place	43,751	44,538	38,431	(6,107)	(13.7%)	0	38,431	(6,107)	(13.7%)
Heritage Toronto	428	457	449	(8)	(1.7%)	0	449	(8)	(1.7%)
Theatres	19,280	17,404	17,978	575	3.3%	0	17,978	575	3.3%
Toronto Zoo	42,455	40,312	38,602	(1,711)	(4.2%)	254	38,855	(1,457)	(3.6%)
Arena Boards of Management	7,316	8,263	8,407	144	1.7%	0	8,407	144	1.7%
Yonge-Dundas Square	1,633	1,823	1,873	50	2.7%	0	1,873	50	2.7%
Toronto & Region Conservation Authority	35,067	36,135	36,731	596	1.6%	0	36,731	596	1.6%
Toronto Transit Commission - Conventional	1,129,997	1,166,603	1,181,307	14,704	1.3%	38,783	1,220,090	53,487	4.6%
Toronto Transit Commission - Wheel Trans	5,546	5,739	6,514	776	13.5%	0	6,514	776	13.5%
Toronto Police Service	91,136	127,890	131,929	4,039	3.2%	64,944	196,873	68,983	53.9%
Toronto Police Services Board	500	800	500	(300)	(37.5%)	250	750	(50)	(6.3%)
TOTAL - AGENCIES	1,587,305	1,659,627	1,674,551	14,925	0.9%	104,643	1,779,195	119,568	7.2%
Corporate Accounts									
Capital & Corporate Financing	37,722	36,195	28,603	(7,592)	(21.0%)	0	28,603	(7,592)	(21.0%)
Non-Program Expenditures									
Tax Deficiencies/Write offs	0	0	32,204	32,204	n/a	0	32,204	32,204	n/a
Assessment Function (MPAC)	0	0	0	0	n/a	0	0	0	n/a
Temporary Borrowing	0	0	0	0	n/a	0	0	0	n/a
Funding of Employee Related Liabilities	0	0	0	0	n/a	0	0	0	n/a
Tax Rebates for Registered Charities	5,815	6,579	6,651	72	1.1%	0	6,651	72	1.1%
Programs Funded from Reserve Funds	132,095	136,384	124,108	(12,276)	(9.0%)	0	124,108	(12,276)	(9.0%)
Other Corporate Expenditures	11,560	71,489	2,383	(69,106)	(96.7%)	0	2,383	(69,106)	(96.7%)
Insurance Premiums & Claims	0	0	0	0	n/a	0	0	0	n/a
Parking Tag Enforcement & Operations	0	0	0	0	n/a	0	0	0	n/a
Vacancy Rebate Program	0	0	0	0	n/a	0	0	0	n/a
Heritage Property Taxes Rebate	0	0	0	0	n/a	0	0	0	n/a
Street & Expressway Lighting Services	0	0	0	0	n/a	0	0	0	n/a
Pandemic Influenza Stockpiling	0	0	0	0	n/a	0	0	0	n/a
Solid Waste Management Services Rebate	0	0	0	0	n/a	0	0	0	n/a
Non-Program Expenditures	149,469	214,453	165,347	(49,106)	(22.9%)	0	165,347	(49,106)	(22.9%)
Non-Program Revenues									

TORONTO

CITY OF TORONTO
2015 COUNCIL APPROVED OPERATING BUDGET
GROSS REVENUE

APPENDIX 1

(In $000's)	2013 Budget	2014 Budget	2015 Base Budget	Change from 2014 Approved Budget		2015 New / Enh. Budget	2015 Budget	Change from 2014 Approved Budget	
				$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Tax Stabilization Reserve (Prior Year Surplus)	0	0	0	0	n/a				
Payments in Lieu of Taxes	92,149	94,653	97,525	2,872	3.0%	0	97,525	2,872	3.0%
Supplementary Taxes	50,000	40,000	35,000	(5,000)	(12.5%)	0	35,000	(5,000)	(12.5%)
Tax Penalty Revenue	29,000	29,000	29,000	0	0.0%	0	29,000	0	0.0%
Municipal Land Transfer Tax	321,474	356,298	431,524	75,226	21.1%	0	431,524	75,226	21.1%
Third Party Sign Tax	10,481	11,622	11,784	163	1.4%	0	11,784	163	1.4%
Interest/Investment Earnings	125,157	125,232	125,344	111	0.1%	0	125,344	111	0.1%
Other Corporate Revenues	8,409	3,336	18,272	14,936	447.8%	0	18,272	14,936	447.8%
Dividend Income	45,000	55,000	67,500	12,500	22.7%	0	67,500	12,500	22.7%
Provincial Gas Tax	91,600	91,600	91,600	0	0.0%	0	91,600	0	0.0%
Parking Authority Revenues	48,426	48,426	41,787	(6,639)	(13.7%)	0	41,787	(6,639)	(13.7%)
Administrative Support Recoveries - Water	18,973	18,973	18,973	0	0.0%	0	18,973	0	0.0%
Administrative Support Recoveries - Health & EMS	16,327	16,327	16,327	0	0.0%	0	16,327	0	0.0%
Parking Tag Enforcement & Operations	82,134	84,380	95,270	10,890	12.9%	0	95,270	10,890	12.9%
Other Tax Revenues	14,200	13,877	13,223	(654)	(4.7%)	0	13,223	(654)	(4.7%)
Woodbine Slots Revenues	14,900	15,000	15,000	0	0.0%	0	15,000	0	0.0%
Gaming & Registry Revenues	0	4,633	4,188	(445)	(9.6%)	0	4,188	(445)	(9.6%)
Non-Program Revenues	968,229	1,008,357	1,112,317	103,960	10.3%	0	1,112,317	103,960	10.3%
TOTAL - CORPORATE ACCOUNTS	1,155,420	1,259,004	1,306,266	47,262	3.8%	0	1,306,266	47,262	3.8%
TOTAL LEVY OPERATING BUDGET	5,753,046	5,917,013	5,893,014	(23,999)	(0.4%)	135,397	6,028,411	111,399	1.9%
Special Levy for Scarborough Subway									
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	5,753,046	5,917,013	5,893,014	(23,999)	(0.4%)	135,397	6,028,411	111,399	1.9%
NON LEVY OPERATION									
Solid Waste Management Services	349,943	354,026	370,537	16,512	4.7%	247	370,785	16,759	4.7%
Toronto Parking Authority	135,398	138,436	134,229	(4,206)	(3.0%)	0	134,229	(4,206)	(3.0%)
Toronto Water	940,797	1,022,086	1,080,673	58,586	5.7%	0	1,080,673	58,586	5.7%
TOTAL NON LEVY OPERATING BUDGET	1,426,138	1,514,548	1,585,440	70,892	4.7%	247	1,585,687	71,139	4.7%

2015 OPERATING BUDGET FUNDING SOURCES

Row Labels	Federal	Province	Reserve/Res Fund	User Fees/Permits	Other	Property Tax	Grand Total
Citizen Centred Services "A"							
Affordable Housing Office		1,045	399		125	1,195	2,764
Children's Services		329,670	15,609	19,170	11,239	76,716	452,405
Court Services				282	54,302	(5,057)	49,527
Economic Development & Culture	1,612	2,775	5,510	2,695	13,153	53,869	79,613
Long Term Care Homes & Services		146,819		48,653	471	46,158	242,101
Parks, Forestry & Recreation	3,500	790	22,677	85,009	17,800	308,121	437,897
Shelter, Support & Housing Administration	157,339	138,033	33,005	473	38,196	283,441	650,487
Social Development, Finance & Administration	2,039	3,376	10,399		606	30,970	47,391
Toronto Employment & Social Services		916,637	15,233		29,954	151,348	1,113,171
Toronto Paramedic Services		118,236	410	1,142	3,314	74,706	197,807
Citizen Centred Services "A" Total	**164,490**	**1,657,382**	**103,242**	**157,423**	**169,160**	**1,021,487**	**3,273,164**
Citizen Centred Services "B"							
City Planning				24,206	3,271	15,608	43,086
Engineering & Construction Services				6,913	52,381	7,554	66,848
Fire Services		400	404	13,564	2,633	415,927	432,927
Municipal Licensing & Standards			10	27,949	1,860	21,076	50,895
Policy, Planning, Finance & Administration		225	1		12,126	9,757	22,109
Toronto Buildings				59,802	1,398	(10,861)	50,339
Transportation Services			26,264	39,989	75,312	205,275	346,840
Citizen Centred Services "B" Total		**625**	**26,679**	**172,421**	**148,982**	**664,336**	**1,013,043**
Internal Services							
311 Toronto					8,330	10,590	18,920
Facilities, Real Estate, Environment & Energy	220	250	11,675	43,046	68,699	65,320	189,211
Fleet Services			121		52,276	(1,700)	50,697
Information & Technology			3,637	186	45,419	70,745	119,987
Office of the Chief Financial Officer			2,081		4,700	9,446	16,226
Office of the Treasurer			1,678	11,936	33,296	30,373	77,283
Internal Services Total	**220**	**250**	**19,192**	**55,168**	**212,720**	**184,774**	**472,325**
City Manager							
City Manager's Office			1,001		7,138	46,922	55,061
City Manager Total			**1,001**		**7,138**	**46,922**	**55,061**
Other City Programs							
City Clerk's Office			5,780	580	11,055	32,763	50,178
City Council			130			20,685	20,815
Legal Services			300	2,530	26,432	20,348	49,609
Mayor's Office						2,297	2,297
Other City Programs Total			**6,210**	**3,110**	**37,487**	**76,093**	**122,899**
Accountability Offices							
Auditor General's Office						4,717	4,717
Integrity Commissioner's Office						428	428
Office of the Lobbyist Registrar						1,124	1,124
Office of the Ombudsman						1,755	1,755
Accountability Offices Total						**8,024**	**8,024**
Agencies							
Arena Boards of Management				7,383	1,024	(7)	8,400
Association of Community Centres			144	253	2	7,474	7,872
Exhibition Place			3,284	35,147		(300)	38,131
Heritage Toronto	70	36		193	151	312	761
Theatres			2,062	12,828	3,088	5,148	23,126
Toronto & Region Conservation Authority		1,878	4,598	25,163	5,092	3,456	40,187
Toronto Police Service		112,245	18,902	47,019	18,707	952,661	1,149,534
Toronto Police Services Board			750			2,316	3,066
Toronto Public Health	387	178,028	380	1,022	15,511	56,970	252,298
Toronto Public Library	20	5,695	3,559	5,032	2,210	172,130	188,646
Toronto Transit Commission - Conventional			9,898	1,206,688	3,504	473,731	1,693,820
Toronto Transit Commission - Wheel Trans			300	6,214		108,799	115,313
Toronto Zoo		1,011	386	36,565	892	11,708	50,563
Yonge-Dundas Square				1,345	528	393	2,266
Agencies Total	**477**	**298,895**	**44,264**	**1,384,850**	**50,709**	**1,794,789**	**3,573,984**
Non-Program							
Capital & Corporate Financing		1,431	22,070		5,102	643,126	671,729
Non-Program Expenditures			156,643	1,802	6,901	471,981	637,327
Non-Program Revenues			91,600	5,998	1,014,719	(1,062,877)	49,440
Non-Program Total		**1,431**	**270,313**	**7,800**	**1,026,722**	**52,230**	**1,358,496**
NON LEVY OPERATION							
Solid Waste Management Services		22,015		272,189	76,581	0	370,785
Toronto Parking Authority			770	128,879	4,581	(52,246)	81,984
Toronto Water			195	39,831	1,040,646	0	1,080,673
NON LEVY OPERATION Total		**22,015**	**965**	**440,899**	**1,121,808**	**(52,246)**	**1,533,442**
Grand Total	**165,188**	**1,980,598**	**471,865**	**2,221,672**	**2,774,726**	**3,796,389**	**11,410,437**

TORONTO

CITY OF TORONTO
2013-2015 OPERATING BUDGET
TOTAL OPERATING AND CAPITAL POSITIONS
CITY COUNCIL APPROVED

Division	2013 Approved Positions (includes Base & New positions)			2014 Approved Positions (includes Base & New positions)			2015 Approved Positions (includes Base & New positions)		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
Citizen Centred Services "A"									
Affordable Housing Office	15.0	4.0	19.0	15.0	4.0	19.0	15.0	4.0	19.0
Children's Services	731.0	200.4	931.4	715.0	240.7	955.7	729.9	252.7	982.6
Court Services	282.0	0.0	282.0	282.0	0.0	282.0	282.0	0.0	282.0
Economic Development & Culture	222.0	51.8	273.8	240.0	65.0	305.0	240.0	69.6	309.6
Toronto Paramedic Services	1,257.5	7.0	1,264.5	1,318.5	10.3	1,328.8	1,376.5	15.3	1,391.8
Long Term Care Homes & Services	2,151.3	0.0	2,151.3	2,179.8	0.0	2,179.8	2,225.9	0.0	2,225.9
Parks, Forestry & Recreation	1,860.0	2,365.0	4,225.0	1,908.0	2,461.6	4,369.6	1,932.2	2,564.8	4,497.0
Shelter, Support & Housing Administration	543.0	180.9	723.9	561.0	157.6	718.6	568.0	140.2	708.2
Social Development, Finance & Administration	118.5	9.1	127.6	119.5	7.0	126.5	120.5	7.0	127.5
Toronto Employment & Social Services	2,029.0	160.0	2,189.0	2,042.0	109.5	2,151.5	2,009.0	83.0	2,092.0
Sub-Total Citizen Centred Services "A"	9,209.3	2,978.2	12,187.5	9,380.8	3,055.7	12,436.4	9,499.0	3,136.6	12,635.5
Citizen Centred Services "B"									
City Planning	330.0	21.5	351.5	343.0	21.5	364.5	351.0	22.0	373.0
Fire Services	3,169.5	1.3	3,170.8	3,124.5	2.3	3,126.8	3,149.5	7.3	3,156.8
Municipal Licensing and Standards	451.6	1.0	452.6	457.0	1.0	458.0	459.0	1.0	460.0
Policy, Planning, Finance and Administration	196.4	2.8	199.1	195.0	7.4	202.4	192.0	7.4	199.4
Engineering & Construction Services	540.0	14.1	554.1	527.0	14.1	541.1	526.0	14.1	540.1
Toronto Building	418.0	13.0	431.0	418.0	13.0	431.0	435.0	13.0	448.0
Transportation Services	1,051.9	36.4	1,088.3	1,068.9	42.4	1,111.3	1,070.9	38.4	1,109.3
Sub-Total Citizen Centred Services "B"	6,157.4	90.1	6,247.4	6,133.4	101.7	6,235.1	6,183.4	103.2	5,286.6
Internal Services									
Office of the Chief Financial Officer	96.0	31.0	127.0	101.0	11.0	112.0	102.0	12.0	114.0
Office of the Treasurer	659.0	66.0	725.0	664.0	79.0	743.0	665.0	72.0	737.0
Facilities Management and Real Estate	788.9	59.3	848.2	943.2	61.3	1,004.5	952.2	55.3	1,007.5
Fleet Services	174.0	0.0	174.0	174.0	0.0	174.0	175.0	1.0	176.0
Information & Technology	603.0	145.0	748.0	598.0	158.0	756.0	603.0	220.0	823.0
311 Toronto	154.0	28.0	182.0	138.0	41.5	179.5	137.0	45.0	182.0
Sub-Total Internal Services	2,474.9	329.3	2,804.2	2,618.2	350.8	2,969.0	2,634.2	405.3	3,039.5
City Manager									
City Manager's Office	395.5	47.0	442.5	411.5	47.0	458.5	415.5	28.0	443.5
Sub-Total City Manager	395.5	47.0	442.5	411.5	47.0	458.5	415.5	28.0	443.5
Other City Programs									
City Clerk's Office	391.3	21.3	412.5	393.3	46.7	439.9	396.3	19.1	415.4
Legal Services	266.0	28.0	294.0	267.0	30.0	297.0	269.4	33.0	302.4
Mayor's Office	1.0	8.0	9.0	1.0	18.0	19.0	1.0	19.0	20.0
City Council	44.0	132.0	176.0	44.0	132.0	176.0	44.0	132.0	176.0
Auditor General's Office	29.0	0.0	29.0	29.5	0.0	29.5	29.5	0.0	29.5
Lobbyist Registrar	8.0	0.3	8.3	8.0	0.3	8.3	8.0	0.3	8.3
Integrity Commissioner's Office	2.0	0.0	2.0	2.0	0.0	2.0	3.0	0.0	3.0
Office of the Ombudsman	11.0	0.0	11.0	11.0	0.0	11.0	12.0	0.0	12.0
Sub-Total Other City Programs	752.3	189.5	941.8	755.8	227.0	982.7	763.2	203.4	966.6
TOTAL - CITY OPERATIONS	**18,989.3**	**3,634.1**	**22,623.4**	**19,299.6**	**3,782.2**	**23,081.8**	**19,495.2**	**3,876.6**	**23,371.8**
Agencies									
Toronto Public Health	1,795.5	78.2	1,873.7	1,793.0	84.1	1,877.0	1,797.0	78.1	1,875.1
Toronto Public Library	1,713.4	0.0	1,713.4	1,737.9	0.0	1,737.9	1,739.9	0.0	1,739.9
Association of Community Centres	48.1	29.3	77.4	77.9	0.0	77.9	77.9	0.0	77.9
Exhibition Place	397.5	0.0	397.5	397.5	0.0	397.5	384.0	11.0	395.0
Heritage Toronto	6.0	0.0	6.0	7.0	0.0	7.0	7.0	0.0	7.0
Theatres	76.9	88.3	165.2	76.9	79.6	156.5	85.9	77.2	163.1
Toronto Zoo	278.0	141.4	419.4	278.0	132.2	410.2	278.0	124.5	402.5
Arena Boards of Management	43.0	25.2	68.2	44.0	23.4	67.4	43.2	23.4	66.6
Yonge-Dundas Square	5.0	1.5	6.5	6.0	0.5	6.5	6.0	0.5	6.5
Parking Tag Enforcement & Operations	394.0	0.0	394.0	394.0	0.0	394.0	394.0	0.0	394.0
Toronto Atmospheric Fund	7.0	0.0	7.0	8.0	0.0	8.0	8.0	0.0	8.0
Toronto Transit Commission - Conventional	12,479.0	91.0	12,570.0	12,934.0	89.0	13,023.0	13,609.0	103.0	13,712.0
Toronto Transit Commission - Wheel-Trans	531.0	0.0	531.0	557.0	0.0	557.0	562.0	0.0	562.0
Toronto Police Service	7,658.0	211.0	7,869.0	7,659.0	211.0	7,870.0	7,672.0	211.0	7,883.0
Toronto Police Services Board	8.0	0.0	8.0	8.0	0.0	8.0	7.0	0.0	7.0
TOTAL - AGENCIES	**25,440.4**	**665.9**	**26,106.3**	**25,978.1**	**619.8**	**26,597.9**	**26,670.8**	**628.7**	**27,299.5**
TOTAL - TAX SUPPORTED OPERATIONS	**44,429.7**	**4,300.0**	**48,729.7**	**45,277.8**	**4,401.9**	**49,679.7**	**46,166.0**	**4,505.3**	**50,671.3**
Rate Supported Operations									
Solid Waste Management Services	997.5	121.2	1,118.7	985.0	117.7	1,102.7	991.0	117.7	1,108.7
Toronto Water	1,621.0	105.8	1,726.8	1,650.0	101.7	1,751.7	1,652.0	102.7	1,754.7
Toronto Parking Authority	241.0	54.7	295.7	244.1	53.3	297.4	246.1	53.3	299.4
TOTAL - RATE SUPPORTED OPERATIONS	**2,859.5**	**281.7**	**3,141.2**	**2,879.1**	**272.7**	**3,151.8**	**2,889.1**	**273.7**	**3,162.8**
TOTAL	**47,289.2**	**4,581.8**	**51,871.0**	**48,156.9**	**4,674.6**	**52,831.5**	**49,055.1**	**4,779.0**	**53,834.1**

2015 - 2024 Capital Budget and Plan Overview

2015 – 2024 Council Approved Tax Supported Capital Budget and Plan

SUMMARY

This report presents the City of Toronto's Tax Supported 2015 - 2024 Council Approved Capital Budget and Plan of $2.000 billion (excluding 2014 carry forward funding) and future year cash flow commitments of $6.637 billion for capital projects. Furthermore, this report represents Council's approval of the 2016 - 2024 Capital Plan of $17.654 billion, which will form the basis for developing future capital budgets, in accordance with the City's multi-year financial planning and budgeting policies and practices.

The City's capital requirements are growing, driven by the city's population growth, maintenance of aging infrastructure, as well as requirements to consistently meet service needs and industry standards and legislated requirements. As of 2014, the City has $74 billion in infrastructure and physical assets, as well has $7 billion in unmet capital investments needs.

2015-2024 Capital Budget and Plan balances City's priority for State of Good Repair (SOGR) capital work and growth needs to address service gaps. 10-Year Capital Budget and Plan allocates $12.149 billion or 61.8% of its capital investments to SOGR projects and $6.692 billion or 34% to service improvement and growth related projects.

The City focused on prioritizing capital projects based on needs and benefits. Comparing the 2014 – 2023 Capital Budget and Plan, the 2015 - 2024 Capital Budget and Plan includes $1.566 billion of additional debt funding to address priority needs in areas such as: transit, transportation, facilities, technology, as well as to provide funding to stabilize the City's state of good repair backlog. As a result, the accumulated state of good repair backlog is expected to be maintained at 6% to 6.8% of the total estimated asset value over the next 10 years.

Notwithstanding significant funding challenges, the 2015 - 2024 Capital Budget and Plan is fiscally prudent. The 2015-2024 Capital Plan ensures that the City's debt burden remains just below the Council approved maximum debt service charge ratio of 15% of the tax levy, while meeting our capital spending needs. Additionally, the debt funding plan also helps in addressing the shortfall in CFC (Capital from Current) as part of the strategy to mitigate the $86 million Provincial funding loss for social Housing. Approval of the 10-Year Capital Plan, results in debt service charges inclusive of the Scarborough Subway budgeted at 11.5% in 2015, peaking at 14.9% in 2020 before declining to 13.73% in 2024.

In order to manage debt, the 10-Year Capital Budget and Plan continues to implement the non-debt capital funding strategies comprised of the continuation of the Surplus Management Policy (75% of operating budget surplus allocated to capital financing), proceeds from the monetization of the City's marketable assets; maximizing Development Charges funding; and new Provincial and Federal funding targets to offset future capital plan pressures.

In preparation for the 2016 Budget process, staff will undertake a detailed review of the City's 2016-2025 capital requirements to ensure the City's highest needs are addressed within the approved debt affordability framework.

FINANCIAL IMPLICATIONS

Overview

2015 – 2024 Council Approved Capital Budget and Plan

The 2015 - 2024 Council Approved Tax Supported Capital Budget and Plan totals $19.654 billion (excluding 2014 funding carried forward into 2015). Of the total capital investment, $8.373 billion will be funded by debt/CFC. The debt level exceeds the original debt targets set out in the budget guideline due to the additional $1.566 billion debt room increased to address unmet needs, mainly used to reduce City's State of Good Repair backlog for roads, transit, the Gardiner and City facilities.

Table 1 below outlines the 2015-2024 Council Approved Capital Budget and Plan by Cluster and Agency, highlighting the approved Capital Budget and Plan for TTC.

Table 1
10 Year Capital Budget & Plan

Toronto	2015				2015 - 2019				2015 - 2024			
	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)
Programs / Agencies	Gross	Debt/ CFC			Gross	Debt/ CFC			Gross	Debt/ CFC		
Citizen Centred Services - A	244,270	93,117	97,466	(4,349)	1,003,987	536,217	470,881	65,336	1,618,194	986,270	924,209	62,061
Citizen Centred Services - B	380,223	259,126	233,457	25,669	2,168,651	1,531,098	1,106,230	424,868	4,138,039	2,950,760	2,127,326	823,434
Internal Services	250,859	108,233	111,488	(3,256)	1,185,939	538,085	420,837	117,248	1,903,948	931,616	763,071	168,545
Other City Programs	24,756	8,322	788	7,534	112,135	21,527	11,561	9,966	206,065	33,227	23,961	9,266
Total - City Operations	900,108	468,798	443,199	25,599	4,470,712	2,626,927	2,009,509	617,418	7,866,246	4,901,873	3,838,567	1,063,306
Agencies - Excluding TTC	97,140	49,036	73,458	(24,422)	387,239	310,440	380,404	(69,964)	1,141,494	608,085	628,136	(20,051)
Total - Tax Supported before TTC	**997,248**	**517,834**	**516,657**	**1,177**	**5,857,951**	**2,937,367**	**2,389,913**	**547,454**	**9,007,740**	**5,509,958**	**4,466,703**	**1,043,255**
Toronto Transit Commission												
Toronto Transit Commission	819,747	290,714	453,552	(162,838)	4,890,609	2,201,236	1,555,618	645,618	6,645,853	2,355,732	1,845,414	510,318
Scarborough Subway Extension	37,204	12,500		12,500	1,367,937	215,999	98,908	117,091	3,409,000	506,999	554,149	(47,150)
Spadina Subway Extension	145,883				591,713				591,713			
Total - TTC	1,002,834	303,214	453,552	(150,338)	6,850,259	2,417,235	1,654,526	762,709	10,646,566	2,862,731	2,399,563	463,168
Tax Supported Programs	2,000,082	821,048	970,209	(149,162)	11,908,210	5,354,602	4,044,439	1,310,163	19,654,306	8,372,689	6,866,266	1,506,423

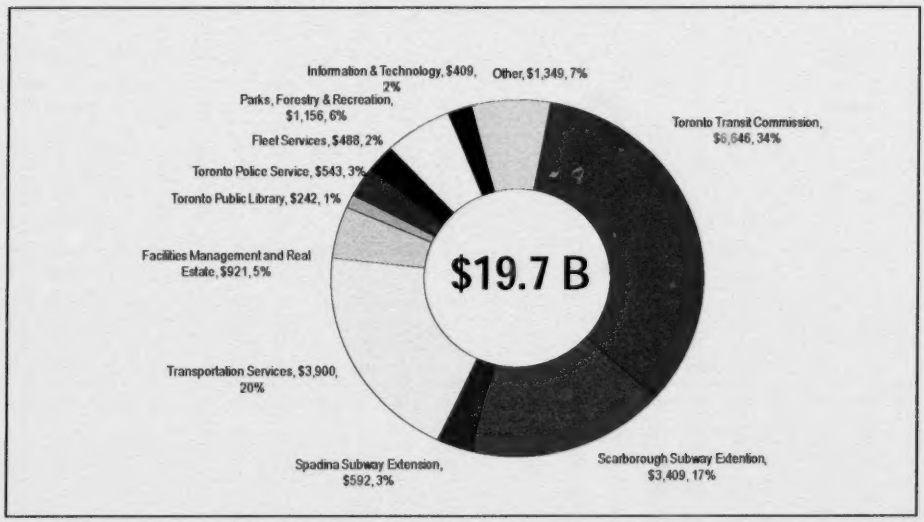
Note: Debt Target represents the original guideline before the increased $1.566 billion debt room

- Transit alone accounts for the largest percentage of capital expenditures in the 10-Year Council Approved Capital Budget and Plan. Exclusive of the Scarborough Subway Extension Project, the TTC's 2015 - 2024 Approved Capital Plan is $7.237 billion, representing approximately 36.8% of the total approved spending over the 10 year planning horizon. With the Scarborough Subway project, the TTC's share of the capital funding climbs to 54.2%.
- Transportation Services totals an additional $3.900 billion or 19.8%. Taken together, transit and transportation capital works account for $14.546 billion or 74.1% of the total expenditures in the 2015 - 2024 Council Approved Capital Plan

Where the Money Goes

Chart 1 below provides a detailed breakdown of the approved capital investments in the 10-Year Capital Budget and Plan allocated by Program/Agency.

Chart 1
2015-2024 Capital Budget and Plan
Where the Money Goes

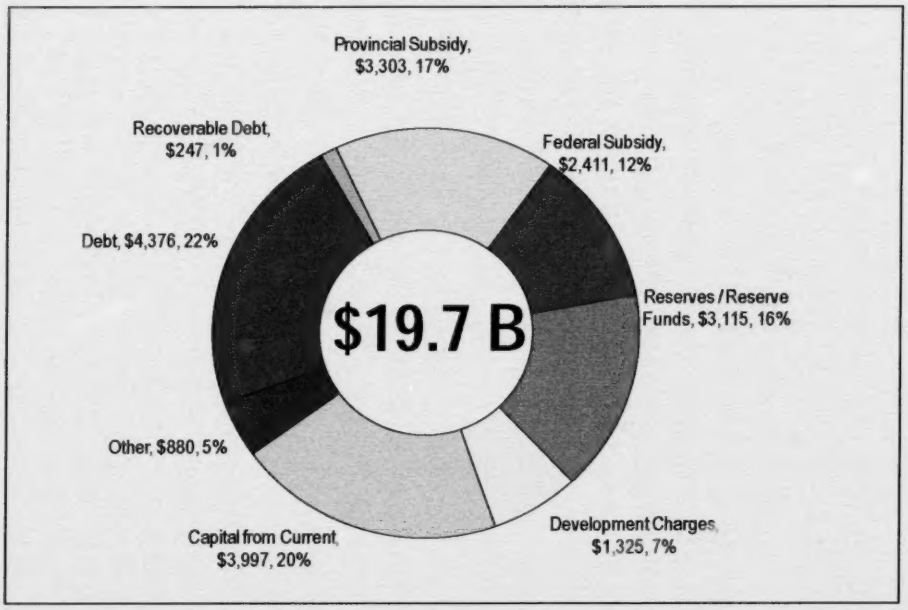

Information & Technology, $409, 2%
Other, $1,349, 7%
Parks, Forestry & Recreation, $1,156, 6%
Toronto Transit Commission, $6,646, 34%
Fleet Services, $488, 2%
Toronto Police Service, $543, 3%
Toronto Public Library, $242, 1%
Facilities Management and Real Estate, $921, 5%
$19.7 B
Transportation Services, $3,900, 20%
Spadina Subway Extension, $592, 3%
Scarborough Subway Extention, $3,409, 17%

Beside Transportation Services and TTC, major funding over the 10-Year period of $1.156 billion or 6% is allocated to Park, Forestry & Recreation; Facilities Management & Real Estate accounts for $920.783 million or 5%; and Toronto Police Services accounts for $543.057 million or 3% million of the total 2015-2024 Capital Budget and Plan.

10 –Year Capital Plan by Funding Source

The primary financing sources for the 2015 - 2024 Council Approved Capital Budget and Plan are shown in the Chart 2 below.

Chart 2
2015-2024 Capital Budget and Plan
Where the Money Comes from



The City's Council Approved 10-Year Tax Supported Capital Budget and Plan is financed from various funding sources, both external and City-owned, with debt being the funding of last resort. The City's goal is to maximize funding from external sources, including other orders of government; development charges; contributions from other purpose- specific reserves and reserve funds; developer and third party contributions, and donations, prior to utilizing City-owned sources such as Capital from Current funding and the issuance of debt.

- Federal and Provincial funding primarily for TTC projects represents $5.714 billion or 29% of capital funding
- Reserves and Reserve Funds represent $3.115 billion or 16% and reflects increased funding from the Capital Financing Reserve arising from the capital financing strategy.
- Capital from Current contribution represents $3.997 billion or 20%. To mitigate reliance on debt as a funding source for the City's 10-Year Capital Plan, CFC will

continue to be increased, from $198.247 million in 2015 to $610.193 million by 2024. This will increase the CFC percentage of financing share from 10% in 2015 to 56.7% in 2024 over the 10 year period of the Capital Plan

- Debt represents $4.376 or 22% of the funding down from a historical average of approximately 30%, primarily due to the City's non-debt financing strategies including CFC, maximizing development charge funding and utilizing the Capital Financing strategies non-debt sources.

Council Approved Changes

At its meeting on March 10 & 11, 2015 City Council adopted changes to the 2015 - 2024 Executive Committee Recommended Capital Budget and Plan as outlined in the Table 2 below. The approved 2015 cash flow funding was increased by $6.710 million while decreasing the total 10-Year Capital Budget and Plan by $17.208 million and decreasing 10-Year debt funding by $17.208 million.

Table 2
Council Approved Changes

PART I : RECOMMENDED FINANCIAL ADJUSTMENTS						
	2015		2016 to 2024		2015 to 2024	
	Gross Exp.	Debt/ CFC	Gross Exp.	Debt/ CFC	Gross Exp.	Debt/ CFC
2015 - 2024 EC Rec'd Capital Budget & Plan as at March 2, 2015	**1,995,091**	**819,259**	**17,676,423**	**7,570,646**	**19,671,514**	**8,389,904**
City Council - March 11, 2015						
Transportation						
City Council amend the timing of expenditures related to the Georgetown South project in the 2015 - 2024 Capital Budget and Plan by accelerating the contribution currently funded evenly over a 10-year period to now occur over the first 5 years of the Capital Budget and Plan (2015 - 2019).	6,710	6,710	(6,710)	(6,710)		
Toronto Transit Commission						
City Council amend the Toronto Transit Commission 2015 Operating Budget to reflect a decrease of 43 capital positions resulting in the following amendments to the 2015 - 2024 Capital Budget and Plan for the Toronto Transit Commission	(1,719)	(1,719)	(15,489)	(15,489)	(17,208)	(17,208)
2015 - 2024 City Council Approved Capital Budget & Plan as at March 11, 2015	**2,000,082**	**817,540**	**17,660,934**	**7,555,157**	**19,654,306**	**8,372,696**

CAPITAL FINANCING

Debt Financing

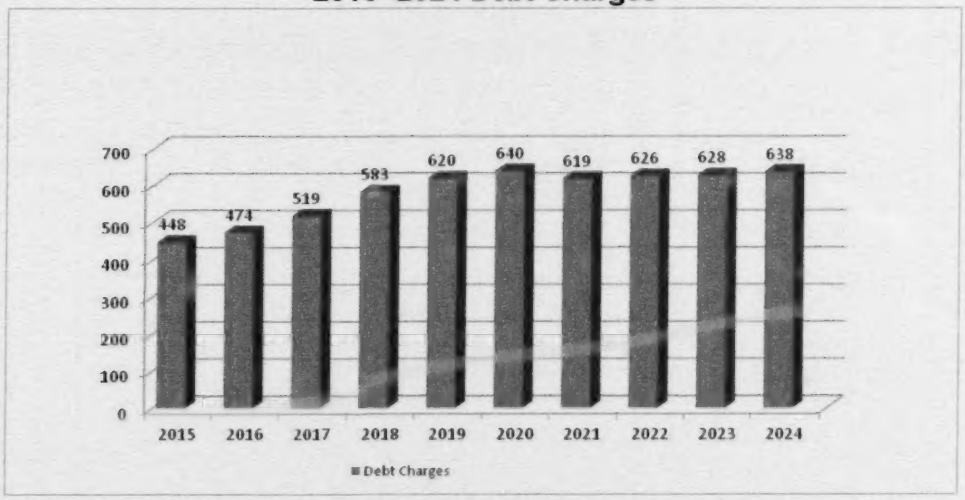
The City is planning to issue $4.780 billion in debt that will be repaid through the property tax levy. Every year, previously issued debt is retired and new debt is issued for new capital projects.

At the end of the 2015-2024 period, the City's outstanding debt will total $5.027 billion, representing $467 million for Scarborough Subway and $4.560 billion for the City's capital work program.

To meet its borrowing obligations, the City is budgeting debt service charges (inclusive of the Scarborough Subway debt charges) over a 10-Year period to repay both the principal and interest cost associated with its debt issuance for capital projects funding.

In 2015 the debt service charge is budgeted at $448 million, which will peak at $640 million in 2020 as shown in Chart 3 below.

Chart 3
2015 -2024 Debt Charges



Debt Service Ratio

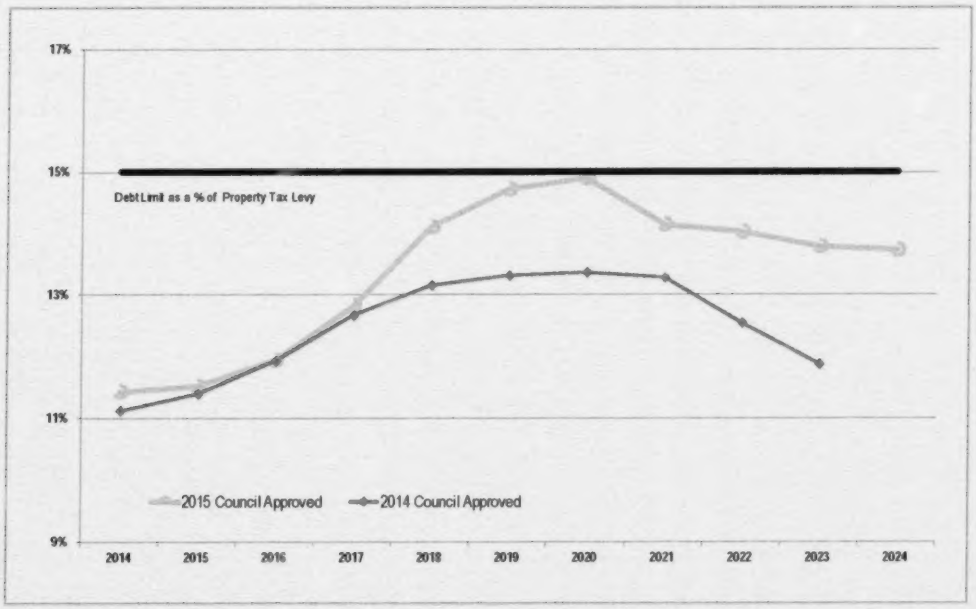
At its meeting of February 23 and 24, 2011 (EX3.3), Council adopted a maximum limit of 15% of debt service charges as a percentage of property taxes (debt service ratio). This reaffirmed the limit which was established by Council in 2006.

As an outcome of the capital financing strategy and reduced interest rates, the debt service charge ratio resulting from the 2015 – 2024 Council Approved Capital Budget and Plan will be 11.5% in 2015 and gradually increase to a peak level of 14.9% in 2020 before declining to 13.7% in 2024. Therefore debt repayment will not exceed the approved 15% debt service charge guideline.

However, the increase in the debt service ratio in years 2018 – 2020 is driven by the funding strategies recommended by the City Manager and Chief Financial officer and adopted by the Budget Committee to resolve the $129 million loss of Provincial funding for Social Housing. As part of strategy, the City will reduce its CFC contribution and issue debt from the City's investment portfolio to replace the capital funding shortfall resulting from the temporary reduction. As a result, the City will incur additional debt repayment cost of approximately $45 million per year from 2018 to 2020 to restore the CFC contribution to the previous level, consequently raising the debt service ratio to a peak level of 14.9% in 2020.

Chart 4 below shows the estimated debt service ratio based on the Council Approved 2015 - 2024 Capital Budget and Plan, compared to the Council Approved 2014 - 2023 Budget and Plan. Debt service charges shown in years 2018-2020 in the 2015 - 2024 Council Approved Capital Budget and Plan include debt service cost resulting from the funding strategy to replace Provincial funding cut of $129 million.

Chart 4
Debt Service Cost



Incremental Operating Impacts

As part of the annual capital budget process, the incremental cost impact on the Operating Budget from completed capital projects over their useful life is estimated and evaluated. The objective of this evaluation is to ensure that all operating cost increases associated with the Approved Capital Budget are accurate and affordable. Similarly, incremental operating savings or revenues arising from the completion of capital projects are also captured.

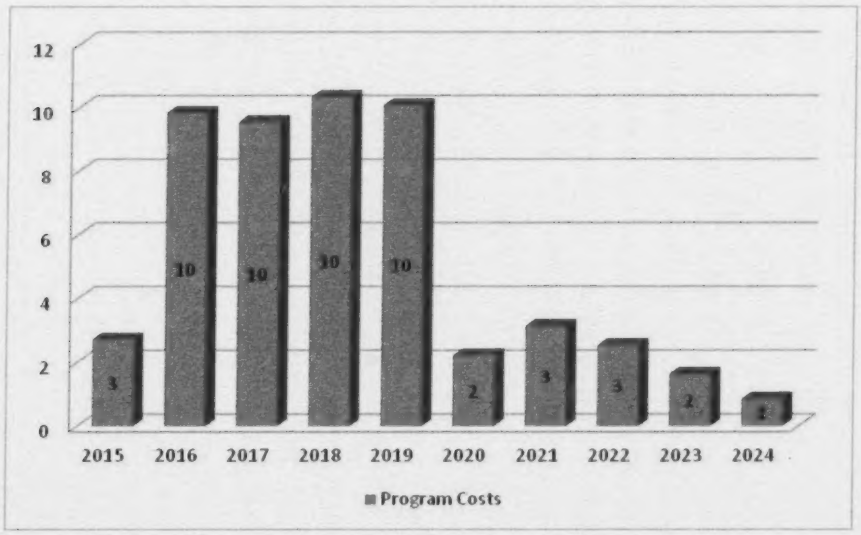
Capital projects impact the Operating Budget in the following ways:

- Principal repayment and interest payments on debt issued to finance the capital plan (i.e. debt service costs);
- Direct contributions from the operating fund to finance pay-as-you-go capital projects thereby reducing the annual borrowing requirements.

- Increased operating costs including on-going maintenance and programming costs for new infrastructure and rehabilitated or expanded facilities; cost to sustain new technology; and / or,
- Efficiency savings from capital investments that reduce operating costs.

The incremental operating impact arising from the Council approval of the 2015 Capital Budget on the City's 2015 and future Operating Budgets totals $54 million over the 10 year period, as set out in Chart 5 below.

Chart 5
Operating Impact of Capital Budget



Authority to Issue Debentures During 2015

The proceeds from the issuance of debentures will be used to finance capital expenditures that have been incurred or committed to projects approved by Council. The authority to borrow up to $900 million in 2015 has been authorized under By-law No. 75-2015.

Issuance Activity during 2014

The debenture authority approved by Council for 2014 was $900 million. Due to favourable capital market conditions and timing considerations, debenture issuance in the amount of $600 million was completed during the year to finance the City's capital requirements.

The details of the 2014 debenture issuance are:

Issue Date	Amount	Interest Rate	Term
March 10, 2014	$300,000,000	4.15%	30 years
May 21, 2014	$300,000,000	3.40%	10 years

Approval of the 2015 Sinking Fund Levies

The City of Toronto Act, 2006 (COTA), sub-section 255 (4) states that, "If in any year an amount is or will be required by law to be raised for a sinking fund or retirement fund of the City, the City Treasurer shall prepare for City Council, before the budget for the year is adopted, a statement of the amount."

This report requests Council's approval for the 2015 sinking fund levies of $217,299 million million for the City and $2,293 million for the Toronto District School Board (TDSB). Sinking fund levies related to TDSB's sinking fund debt will be fully recovered from the Board.

Non-Debt Capital Financing

Capital Financing Strategy for Priority Projects

In 2012, the City established a capital financing strategy to be applied against emerging capital needs to mitigate City-wide debt requirements. These funds are to be applied in a strategic manner against capital projects that meet prescribed criteria such as useful life or type of capital asset, enabling the City to keep the debt service cost ratio below the threshold of 15% of property tax funding. This strategy will ensure that the capital projects are properly funded, the City's debt is minimized, and that the City is protected from adverse economic risks.

A major funding source of this strategy is the operating surplus. The Surplus Management policy approved by Council in 2004 states that the surplus be applied in priority order to the following:

a) Capital Financing Reserve (at least 75% of the surplus) and,

b) The remainder to fund any underfunded liabilities and/or reserve funds as determined by the Deputy City Manager and Chief Financial Officer.

75% of Operating surplus, proceeds from the monetization of the City asset, dividends from Build Toronto and other City Agencies and amount of municipal Land Transfer Tax revenue beyond the base revenue level taken into City's Operating Budget will go into the Capital Financing Reserve to fund Capital projects.

As indicated in Table 3 below, it is projected that from 2012 to 2024, an estimated $2.132 billion will be generated from this strategy and used to fund $2.145 billion in

capital projects including $1.234 billion in TTC, $838 million in Transportation and $73 million in other Programs. Over the life of the strategy, operating surplus revenue will fund $1.051 billion of the planned capital expenditures.

Table 3
Capital Financing Strategy

Capital Financing Strategy - Reserve XQ0011														
	2012 - 2014 Secured Revenue			Future Year Capital Financing Strategy Revenue Estimates										
Description ($ Millions)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Enwave	167													167
Enwave Dividend	11													11
TPLC Dividend	40													40
Prior Year Operating Surplus	214	186	126	75	50	50	50	50	50	50	50	50	50	1,051
MLTT (Above Operating Budget)				40	25	15								80
DC Increases								30	30	30	30	30		150
Future Years BT Dividend	20		10	15	25	25	25	30	30	30	30	30	30	300
Future Years Fed/Prov								50	50	50	50	50		250
TPA One-Time					49									49
Other	1	3												4
Bank Tower Surplus		30												30
Total:	**453**	**219**	**136**	**130**	**149**	**90**	**75**	**160**	**160**	**160**	**160**	**160**	**80**	**2,132**

Past, Current & Future Year Funding Requirements														
Description ($ Millions)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
2012 TTC Capital	45	60	210	180	125	80								700
2013 TTC Capital			42	48	70	85	114	116	60					534
2013 Transportation Capital		15	61	61	48	98	78	69	77	78	79	89	86	838
2014 FREEE Capital (St. Lawrence N.)					15									15
Other Program Draws			37	3	7	9	1		1					58
Total	**45**	**75**	**350**	**292**	**265**	**272**	**193**	**185**	**137**	**78**	**79**	**89**	**86**	**2,145**

Available Capital Financing Strategy Funding (Based on Current Capital Requirements & Future Year Revenue Estimates)														
Description ($ Millions)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Estimated Reserve Opening Balance	$27	$435	$579	$365	$203	$87	($95)	($213)	($237)	($215)	($133)	($52)	$19	
Annual Funding Requirements	($45)	($75)	($350)	($292)	($265)	($272)	($193)	($185)	($137)	($78)	($79)	($89)	($86)	($2,145)
Annual Revenue Estimates	$453	$219	$136	$130	$149	$90	$75	$160	$160	$160	$160	$160	$80	$2,132
Estimated Reserve Closing Balance	**$435**	**$579**	**$365**	**$203**	**$87**	($95)	($213)	($237)	($215)	($133)	($52)	**$19**	**$13**	
Advance Financing Requirements						**95**	**118**	**24**						**237**

Maximizing Development Charge Funding

Development Charge funding has been utilized to the extent permissible in the 2015–2024 Tax Supported Capital Budget and Plan in order to mitigate the reliance on debt and other funding. Development Charge funding are directed to growth-related eligible capital projects, as required under the Development Charges legislation. As part of the changes in the Development Charges Bylaw, 2015 represents the second year of a two-year (Feb 1, 2014 –February 1, 2016) phase-in of the Council-adopted development charge rate increases. Based on the current rates and development forecasts, development charge funding included in the 2015 – 2024 Council Approved Capital Budget and Plan provides$1.325 billion in funding over the 10 year planning period, as a result of the new Development Charge By-law.

The 2015-2024 Council Approved Capital Budget and Plans for the Toronto Transit Commission and Toronto Water includes increased DC funding of $140 million and $130 million respectively resulting from increased debt and rate supported funding for added capital investments for growth related projects. This resulted in greater DC funding eligibility within these Programs.
The Development Charge funding is primarily utilized in the following programs:

- Toronto Transit Commission ($511.664 million)
- Parks, Forestry and Recreation ($221.019million);
- City Planning ($22.050 million);
- Transportation Services ($187.121 million);
- Waterfront Revitalization Initiative ($49.360 million);
- Toronto Police services ($53.388 million); and
- Toronto Public Library ($62.899 million).

Council has requested staff to amend the development charges bylaw to include recovery of growth-related costs related to the Scarborough Subway project. The bylaw amendment, and related Background Study amendment, is expected to be brought forward for Council consideration later this year. A total of $158.679 million in development charges funding is currently included in the Capital Budget and Plan for the Scarborough Subway project, based on estimates prepared in 2013.

COMMENTS

2015 - 2024 Council Approved Capital Budget and Plan

The 2015 – 2024 Council Approved Capital Budget and Plan satisfies Council's policy agenda, is fiscally responsible and focuses on infrastructure rehabilitation. It places priority on projects that protect the health and safety of citizens, meet legislated requirements, and those that maintain the City's infrastructure in a state of good repair to support cost-effective service delivery.

Major challenges for the 2015 multi-year capital planning process included:

- Aging infrastructure, particularly for local roads and City facilities is putting pressure on the City's Capital work.
- Population growth of 30,000 per year.
- The development being experienced to densify the City puts significant pressure on the City infrastructure.
- Growth adds traffic congestion and increases demand on the City's transportation network.

- Unmet investment SOGR needs of $7 billion (TTC; Roads; Gardiner Expressway; Social Housing).
- Demand for capital funding outpaces debt funding capacity even with additional debt target funding of $1.566 billion being provided.
- Debt service costs as a percentage of tax levy is approaching the 15% guideline over time and with increasing debt requirements and limited property tax increase it is difficult to ensure that debt service ratio remains below the level approved by Council.

2015 – 2024 Council Approved Tax Supported Capital Budget and Plan totals $19.654 billion gross and 8.372 billion debt/CFC.

Balancing the extensive capital maintenance needs of the City's massive and aging infrastructure against demands for new investments to satisfy the service requirements of a growing population and emerging priorities within affordable debt limits continues to be a challenge for the City.

Table 4 below details 2015 - 2024 capital funding in each of the 10-Years by category of projects and by funding source.

Table 4
2015-2024 Tax Supported Capital Budget and Plan
- by Category and Financing Source

Expenditures ($M)	Capital Plan					2015 - 2019		2020 - 2024		2015 - 2024	
	2015	2016	2017	2018	2019	Total	%	Total	%	Total	%
Health and Safety	34	34	30	15	17	130	1.1%	99	1.3%	229	1.2%
Legislated	77	107	89	97	81	451	3.8%	134	1.7%	585	3.0%
State of Good Repair	1,270	1,570	1,556	1,480	1,394	7,270	61.1%	4,878	63.0%	12,149	61.8%
Service Improvement	257	409	242	131	97	1,136	9.5%	283	3.6%	1,419	7.2%
Growth Related	362	771	398	475	915	2,921	24.5%	2,353	30.4%	5,273	26.8%
Total Expenditures	**2,000**	**2,893**	**2,315**	**2,198**	**2,503**	**11,908**	**100%**	**7,746**	**100%**	**19,654**	**100.0%**
Funded By:											
Provincial	169	484	241	282	555	1,730	14.5%	1,573	20.3%	3,303	16.8%
Federal	181	262	196	222	313	1,174	9.9%	1,237	16.0%	2,411	12.3%
Reserves	409	380	360	280	285	1,714	14.4%	931	12.0%	2,645	13.5%
Reserve Funds	119	77	63	58	43	360	3.0%	111	1.4%	470	2.4%
DC	112	161	170	172	172	787	6.6%	538	6.9%	1,325	6.7%
Other	153	233	108	65	60	619	5.2%	261	3.4%	880	4.5%
Capital from Current	198	225	306	344	379	1,453	12.2%	2,544	32.8%	3,997	20.3%
Recoverable Debt	36	73	31	14	16	170	1.4%	77	1.0%	247	1.3%
Debt	623	997	839	761	682	3,902	32.8%	474	6.1%	4,376	22.3%
Total Funding	**2,000**	**2,893**	**2,315**	**2,198**	**2,503**	**11,908**	**100.0%**	**7,746**	**100.0%**	**19,654**	**100.0%**

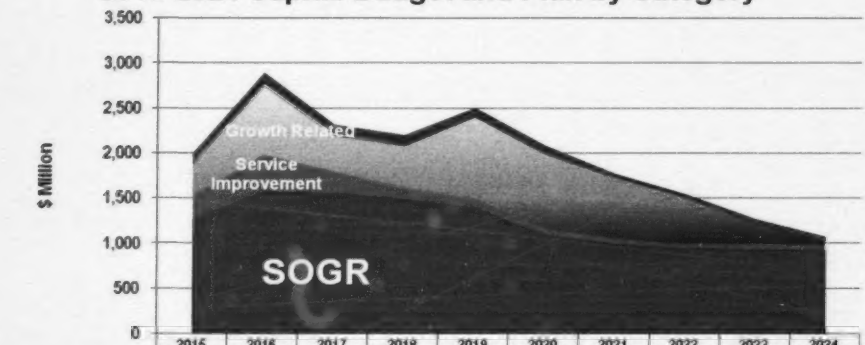
Note: "Reserves" also reflects future operating budget surpluses; proceeds from monetization of City assets and investments; and projected additional Provincial and Federal funding. "Other" includes cash donations and third party contributions.

Over the 10-Year period, the City is less relying on the debt and reserve/reserve funds as funding sources. This is helped by increased Capital from Current funding which will total to $3.997 billion

over the 10-years period. Additionally, the non-debt financing strategy also helped in controlling the debt level.

The City's capital works during 2015-2024 Capital Plan period is focused on SOGR projects, while satisfying requests for growth related capital investment and service improvements, as noted in chart 6 below.

Chart 6
2015-2024 Capital Budget and Plan by Category



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Legislated	77	107	89	97	81	69	20	15	14	16
Health & Safety	34	34	30	15	17	19	16	19	20	25
Growth Related	362	771	398	475	915	835	687	527	247	56
Service Improvement	257	409	242	131	97	64	58	46	56	58
SOGR	1,270	1,570	1,556	1,480	1,394	1,095	991	939	933	919

- SOGR projects represent $12.149 billion or 61.8% of the total capital investment;
- Growth related projects account for $5.273 billion or 26.8% of the total capital investment;
- Service Improvement projects account for $1.4197 billion or 7.2%;
- Legislated projects account for $585 million or 3.0%; and,
- Health & Safety projects account for $229 million or 1.2% of the total capital investment.

State of Good Repair (SOGR) Backlog

Managing the accumulated SOGR backlog is a key capital strategic objective and priority for the City. This is evident throughout the 10-Year capital planning period, as the 2015 - 2024 Council Approved Capital Budget and Plan allocates $12.149 billion or 61.8% of capital funding to capital works to ensure City infrastructure required to deliver services to the citizens of Toronto are maintained in a state of good repair.

At the beginning of the 2015 Capital Budget process, as a result of the Programs completing condition assessments, the City's identified SOGR backlog increased significantly particularly in Transportation Services, Facilities Management & Real Estate and Toronto Public Library. As illustrated in the Chart 7 below, the submitted SOGR backlog increased from $2.187 billion in 2015 to $2.960 billion in 2024. However, with the additional $1.556 billion debt room, SOGR backlog increase in the capital budget and plan is stabilized over the 10 years.

Chart 7
2015 Recommended vs 2015 Submission – SOGR Backlog

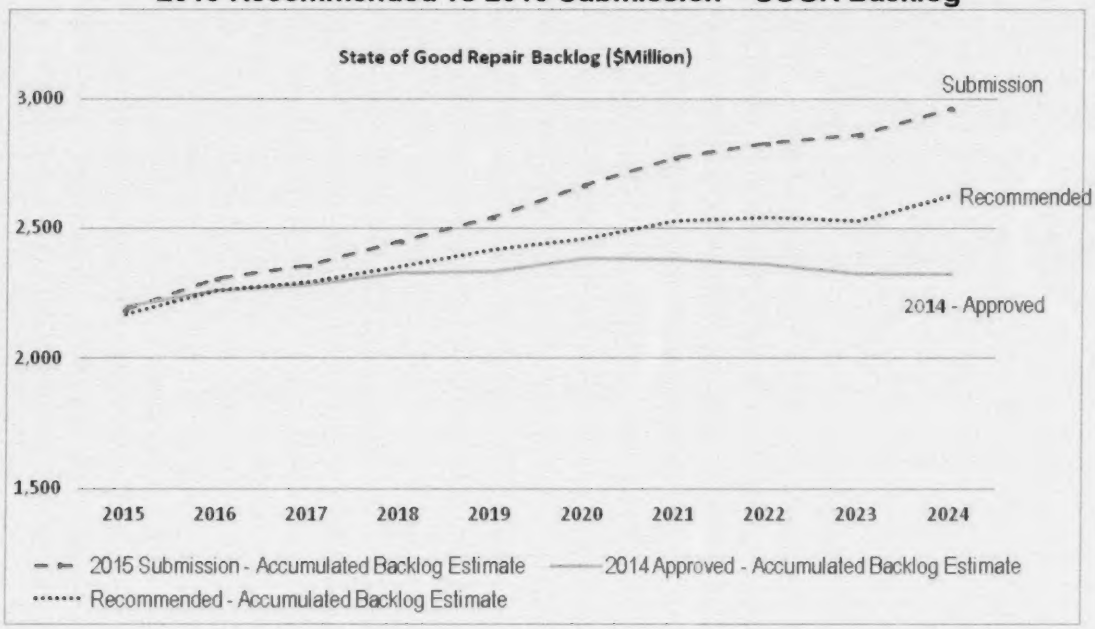


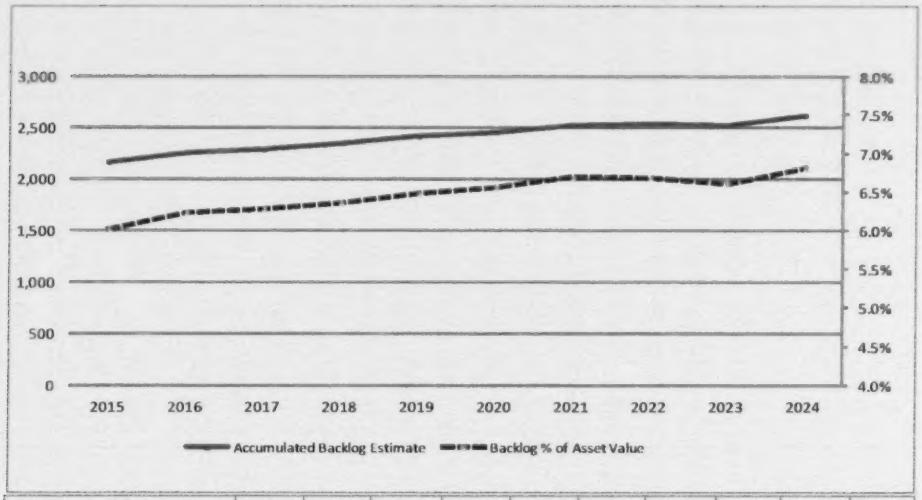
Table 5 below outlines the allocation of the additional debt room in the approved Capital Budget and Plan. About $1 billion of which is invested in various SOGR projects, including the rehabilitation of F.G. Gardiner Express.

Table 5
Allocation of the $1.566 Billion Additional Debt Funding

Tax Supported Program	Debt Required for Recommended Projects ($Million)
Transportation - F.G. Gardiner	433
Transportation - SOGR/Traffic Congestion	357
Transportation - Total	791
TTC	490
Facilities Management & Real Estate	125
Shelter, Support & Housing Admin.	62
Exhibition Place	40
Information & Technology	35
Fire Services	7
Corporate Initiatives	8
Financial Services	5
311 Toronto	5
Additional Debt	**1,566**

The 2015 – 2024 Council Approved Tax Supported Capital Budget and Plan includes $12.149 billion or 61.8% funding devoted to State of Good Repair projects. Still, it is anticipated that the SOGR backlog will continue to increase over the 10-Year period based on newly completed condition assessments as shown in Chart 8 below.

Chart 8
State of Good Repair Backlog



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total Asset Value	36,009	36,229	36,461	37,013	37,283	37,478	37,728	37,977	38,246	38,505
Accumulated Backlog Estimate	2,169	2,261	2,291	2,354	2,416	2,459	2,526	2,540	2,528	2,623
Backlog % of Asset Value	6.0%	6.2%	6.3%	6.4%	6.5%	6.6%	6.7%	6.7%	6.6%	6.8%

SOGR Backlog by Program

The top 5 programs with accumulated SOGR backlog are shown in Table 7 below including Transportation Services, Toronto Transit Commission (TTC), Facilities Management and Real Estate (FM&RE), Toronto and Region Conservation Authority (TRCA) and Toronto Public Library (TPL) which account for $2.401 billion or 91.5% of the $2.623 billion SOGR backlog by the end of 2024.

Table 7
SOGR Backlog by Program – Summary

$ Million	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Transportation Services	981	1,011	1,032	1,035	1,038	1,081	1,109	1,133	1,150	1,130	1,121
Toronto Transit Commission	30	45	65	90	137	213	295	378	464	533	603
Facilitites Management and Real Estate	319	333	369	365	360	361	359	392	376	388	403
Toronto & Region Conservation Authori	239	231	224	214	205	195	184	177	173	159	145
Toronto Public Library	44	43	51	61	69	72	86	95	100	100	129
Parks, Forestry & Recreation	296	311	334	344	370	319	261	201	141	85	85
Other	209	195	186	182	175	176	164	150	136	134	137
Total SOGR Backlog	2,119	2,169	2,261	2,291	2,354	2,416	2,459	2,526	2,540	2,528	2,623
Total Asset Value (end of year)	35,682	36,009	36,229	36,461	37,013	37,283	37,478	37,728	37,977	38,246	38,505
SOGR as % Asset Value	5.94%	6.02%	6.24%	6.28%	6.36%	6.48%	6.56%	6.69%	6.69%	6.61%	6.81%

A greater emphasis on completing condition assessments by asset type is part of an effort to improve asset lifecycle management and more accurately identify and represent SOGR needs in the City's asset portfolio.

In an effort to stabilize the SOGR backlog, $1.566 billion in additional funding is included above the debt funding envelope for unmet needs SOGR projects. Even with the additional debt funding being provided for SOGR backlog projects, demand for SOGR capital funding outpaces additional debt room.

Transportation Services

The increase in SOGR funding in the 2015 – 2024 Council Approved Capital Budget and Plan, is in addition to funding that was added to the F. G. Gardiner Expressway and Major Roads in the 2013 and 2014 Budget processes. Still, it is anticipated that Transportation Services SOGR backlog will continue to increase over the 10-Year planning period based on newly completed field assessments of road infrastructure which were constructed during the period between the early 1960's and late 1970's, coming to the end of their useful life.

Toronto Transit Commission

A backlog of TTC's SOGR capital projects was established in the 2014 Budget process. At the end of 2014, TTC had a SOGR backlog work for infrastructure renewal estimated at $30 million, representing recommended 0.2% of the asset replacement value. The 2015-2024 Council Approved Capital Plan spending on TTC's State of Good Repair is $5.862 billion. Despite this level of funding, the TTC SOGR backlog is anticipated to increase from 0.2% in 2014 to 4.2% as a percentage of asset value in 2024, representing an anticipated accumulated SOGR backlog of $603.0 million.

It is being recommended that City Council direct TTC to steward their SOGR backlog, established during the 2014 Capital Planning process, and to review the SOGR backlog each year during future budget processes to ensure that critical SOGR work is being performed.

Facilities Management & Real Estate

Facilities Management has placed greater emphasis on completing Building Condition Audits (BCA) as part of its effort to improve asset lifecycle management and more accurately identify and represent critical SOGR needs in its portfolio of assets. For instance, Facilities Management completed BCAs for 85 buildings in the portfolio during 2014. The results from these audits were used to determine the SOGR needs and accumulated SOGR backlog estimates. A funding strategy will be developed to address the unmet capital maintenance needs over the next 10 years in the annual budget process.

During the 2015 Budget process, Facilities Management received an additional $125 million of which $103.528 million is dedicated to specifically address critical SOGR backlog projects. With estimates of SOGR backlog escalating, it is critical to ensure that limited resources are optimally allocated in a manner that maximizes the utility of the City's capital assets.

Toronto Public Library (TPL)

Additional repair and Accessibility for Ontarians with Disabilities Act (AODA) compliance requirements identified by a new Property Condition Assessment (PCA), in a facilities infrastructure that is largely 40-50 years old, has increased the Toronto Public Library's SOGR backlog from $44.236 million at the end of 2014 to $128.663 million by the end of 2024.

- $202.836 million or 83.7% of funding in the TPL's 10-Year Council Approved Capital Plan is dedicated to SOGR projects that will to address both facility management and critical SOGR and AODA requirements within the 10-Year Capital Plan.

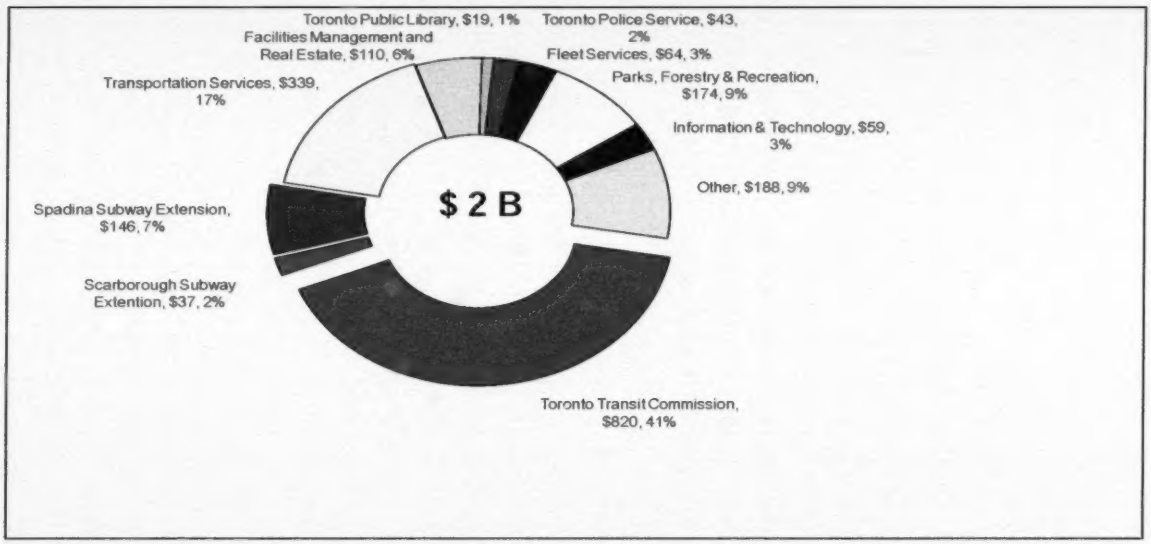
- The TPL have been requested to work with City staff during the 2015 to further break down its SOGR backlog by asset type in preparation for 2016 Budget process to enable the City to determine which strategic investment can be made that will best meet the most critical needs to ensure reliability of City asset for service delivery.

2015 Council Approved Capital Budget

Where the Money Goes

2015 Tax Supported Council Approved Capital Budget totals $2.000 billion. Chart 9 below provides a detailed breakdown of capital investment for 2015 by City Program and Agency.

Chart 9
2015 Capital Budget
Where the Money Goes

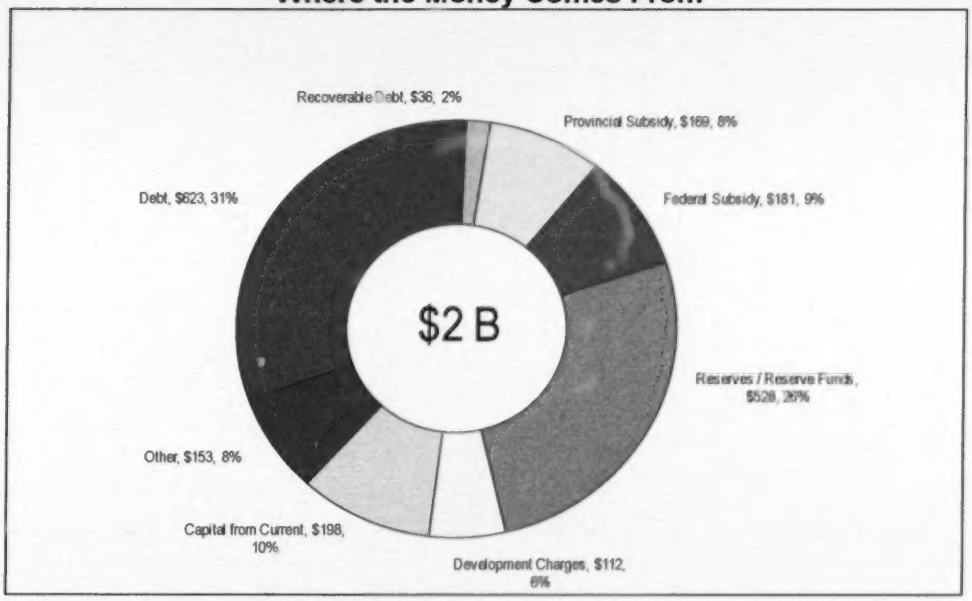

Toronto Public Library, $19, 1%
Facilities Management and Real Estate, $110, 6%
Toronto Police Service, $43, 2%
Fleet Services, $64, 3%
Transportation Services, $339, 17%
Parks, Forestry & Recreation, $174, 9%
Information & Technology, $59, 3%
Other, $188, 9%
$ 2 B
Spadina Subway Extension, $146, 7%
Scarborough Subway Extention, $37, 2%
Toronto Transit Commission, $820, 41%

Transit and Transportation Services account for $1.342 billion or 67% of 2015 Approved Capital expenditures. Other major investments will be made in Parks, Forestry & Recreation (PF&R) with funding of $173.939 million or 9% and Facilities Management & Real Estate (FM&RE) with funding of $110.115 million or 6%.

2015 Capital Budget by Funding Source

As shown in the Chart 10 below, capital funding for 2015 Council Approved Capital Budget (Tax Supported) is comprised of Federal & Provincial Subsidy in the amount of $350 million or 17%; Reserve & Reserve Funds funding, including Development Charges, of $640 million or 32%; Debt funding of $623 million or 31%; CFC funding of $198 million or 10%; Recoverable Debt of $36 million or 2%; and Other funding (including donations, third party funding) of $153 million or 8%. All non-debt sources of funding have been maximised. It should be noted that debt still represents 31% while CFC accounts only for 10% of funding in 2015.

Chart 10
2015 Capital Budget
Where the Money Comes From

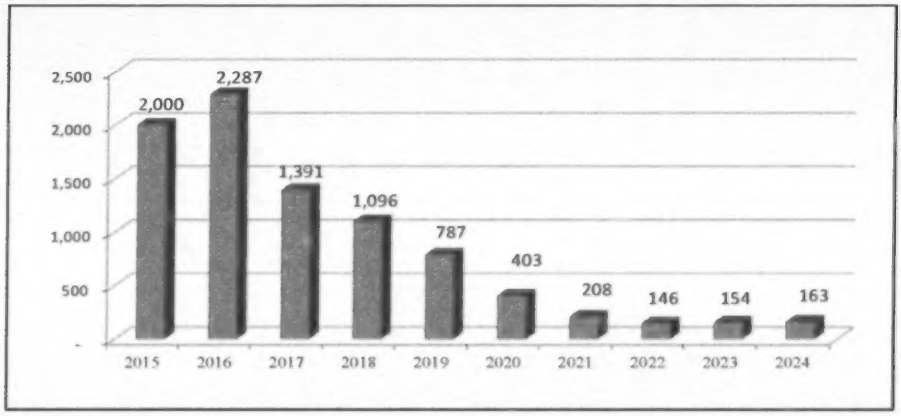


2015 Approved Capital Budget and Future Year Commitments

Council's Approval of the 2015 (Tax Supported) Capital Budget of $2.000 billion (excluding 2014 funding carried forward into 2015) committed the City to future year cash flow funding of $2.287 billion in 2016; $1.391 billion in 2017; $1.096 million in 2018; $787 million in 2019; and $1.076 billion from 2020 to 2024, as outlined in Chart 11.

The top drivers of the future year commitments are Transit and Transportation as a result of the purchase of streetcars and subway cars, track maintenance, accelerated 10-year F.G. Gardiner project, road and bridge rehabilitation, etc. Facilities Management and Real Estate, the Toronto Public Library and Parks, Forestry & Recreation are also the major contributors to the future year commitments.

Chart 11
2015 Capital Budget and Future Year Commitments



2015 Approved Capital Budget Including Carry Forward Funding

In accordance with the City's Carry Forward Funding Policy, financing to continue work on 2014 projects that were not completed as planned requires Council approval to carry forward the unspent cash flow and re-budget the funding balance. A capital project with carry forward funding is a previously approved project for which approved capital work was not completed on schedule and the associated cash flow budget was not fully spent and / or committed in the year of approval. In these situations, the unspent amount, or a portion thereof, will be required to complete the project and is carried forward to the following year and added to the new cash flow estimates without impacting debt borrowing levels.

Including 2014 carry forward funding of $981.326 million, the 2015 Capital Budget for Tax Supported Programs/Agencies is $2.981 billion.

What is Being Built - Project Highlights

Listed below are key projects to be delivered by the 2015 - 2024 Council Approved Capital Budget and Plan. These projects contribute toward fulfilling the City's priorities and in ensuring that the assets used to deliver services to the public are maintained. The projects highlighted below indicate major deliverables / outcomes, delivery date and the 2015 – 2024 cash flow funding.

Transit and Transportation

A major priority of Council is to make Toronto a City that moves people by transit, roadways, and cycling infrastructure and reduce traffic congestion and maintain infrastructure in a state of good repair. The 2015 – 2024 Council Approved Capital Budget and Plan include projects that will:

- Repair approximately 1,000 km of roads, 50 km of expressways, 600 km of sidewalks and 150 bridges:
  - Major road rehabilitation (2015-2024, $613.9 million),
  - Local road resurfacing/reconstruction (2015-2024, $666.5 million), an increase in investment of $155.0 million to address state of good repair backlog,
  - Rehabilitation of the F. G. Gardiner expressway (2015-2024, $970.0 million), including additional funding of $443.2 million to accelerate repairs, resulting in a reduction in traffic and user impacts by an estimated 8 years,
  - City bridges rehabilitation (2015-2024, $469.7 million); additional funding of $55.2 million for rehabilitation of the Bathurst Street and Dufferin Street bridges,
  - Sidewalks maintenance (2015-2024, $155.2 million); an increase of $40 million to address state of good repair backlog,
- Expand cycling infrastructure that includes a network of 842 km of cycle tracks, bike lanes, trails and signed routes (2015-2024, $87.8 million).
- Minimize traffic congestion including:
  - Traffic signal control, LED conversion and signal modifications (2015-2024, $24.6 million),
  - Traffic Control (RESCU) and Traffic Congestion Management through intelligent transportation systems initiatives (2015 – 2024, ($28.8 million),
  - Yonge Street / Highway 401 Interchange Improvements (2015 – 2017, $25.000 million),
  - Six Points Interchange Redevelopment (2015 – 2018, $38.0 million),
  - Legion Road extension and grade separation (2020 – 2022, $45.0 million),
  - Increased investments for transportation growth projects, including:

  - Ingram Drive extension and grade separation (2016 – 2022, $53.0 million),
  - Scarlett/St. Clair/Dundas (2016 – 2022, $50.5 million).
- Increase TTC fleet and expand the transit system to manage ridership growth, including:
  - *Purchase 60 new subway cars for ridership growth (2015 - 2018, $162.4* million),
  - Acquire 810 new forty foot diesel buses to improve service and for ridership growth , (2015-2024, $600.2 million),
  - Purchase 195 of 204 low-floor, accessible light rail vehicles to replace the existing streetcar fleet (2015-2020, $548.9 million),
  - Install state-of-the-art signaling systems to increase train capacity on the Yonge-University-Spadina line (2015 -2020, $292.1 million), and the Bloor-Danforth line (2015-2024, $330.6 million,
  - Begin planning for the construction of the McNicoll Bus Garage Facility to provide storage and maintenance for 250 buses (2015 – 2020, $177.8 million), and
  - Planning for the Scarborough Subway extension (2015, $37.2 million with total project cost of $3.36 billion).
- Complete the Toronto Rocket Yard and Storage Track Accommodation facility to provide storage for the new subway trains (2015-2021, $435.7 million).
- Complete the addition of a second subway platform and concourse improvements at Union Station (2015 - 2016, $11.0 million)

Pan/Parapan American Games

The 2015 Pan/Parapan American Games is the world's third largest international multi-sport event. The City of Toronto's share of the Pan/Parapan American Games capital infrastructure budgeted in the 2015 Council Approved Capital Budget and Plan is $3.5 million and includes projects that will:

- Complete post-games work at the Pan-Am Sports Centre, including erecting a permanent wall to close in natatorium, and landscaping ($0.227 million),
- Complete BMX site drainage and parking lot relocation, and installation of 5 and 8 metres mark ramps ($0.637 million),
- Complete upgrade to the West Channel waterways to meet international competition standards for hosting water ski and wakeboard and the swim segment of the triathlon ($2.2 million),

- Complete upgrades to the hard surfaces/parking pads at 51 Commissioners Street and 185 Cherry Street, to be used as main bus and fleet depot during the games ($0.450 million).

Emergency Services

Public safety and responsive emergency services are a major priority of the citizens of Toronto. To this end, the 2015 – 2024 Council Approved Capital Budget and Plan include projects that will:

- Construct new stations:
  - Chaplin Fire Station (2015-2016, $6.0 million),
  - Fire Station B in Downsview (2015-2016, $5.9 million),
  - Fire Station A, Highway 27 and Rexdale Blvd. (2015-2016, $8.3 million),
- Construct North West District EMS Multi-Function Station (2015-2016, $10.8 million),
- Renovate and repurpose Fire Station #424 at Runnymede Road (2015-2016, $0.9 million).
- Enhancements to the Computer Aided Dispatch System (2015, $0.7 million), and the Emergency Communication System (2016, $0.5 million),
- Purchase 150 thermal imaging cameras (2015, $0.9 million), and bunker suits (2016, $4.4 million),
- Replace 84 cardiac monitor defibrillators and purchase 40 new ones (2015, $2.9 million),
- Rehabilitate and upgrade Police facilities to support service delivery:
  - Complete renovations of 52 Division (2015, $8.2 million),
  - Acquire land for the Peer to Peer site structure to house back-up computer operations (2015, $3.6 million),
  - Complete implementation of an integrated records information system (2015, $1.4 million), and
  - Begin the Business Intelligence project to build and maintain data warehouse environment and provide interfaces, data-mining tools required for crime and trend analysis (2015, $2.3 million).

Public Places

The City is investing in public spaces that are developed and maintained for the use and enjoyment by the general public. The 2015 – 2024 Council Approved Capital Budget and Plan include projects that will:

- Construct a temporary market to replace the existing St Lawrence Market North; and Union Station revitalization (2015, $150.2 million),
- Complete the final phase of the Old City Hall HVAC and electrical upgrades; and Nathan Phillips Square revitalization (2015, $3.8 million),
- Develop Westwood Theatre lands and acquire other strategically important lands for the City (2015, $16.6 million),
- Upgrade security standards in various facilities; replace diesel generators with natural gas at Scarborough Civic Centre, East York Community Centre, Toronto Archives and Toronto Public Health Office at 277 Victoria Street (2015, $6.8 million).
- Address Environmental Stewardship initiatives including:
  - Monitoring and maintenance of the Toronto and Region Conservation Authority erosion control structures to preserve structural integrity and public safety (2015, $1.5 million),
  - Monitor and re-naturalize watercourses, water quality and habitat improvements, channel maintenance, and flood control (2015, $2.6 million),
  - Maintenance dredging and environmental management at Keating Channel, Tommy Thompson Park, Ashbridge's Bay; and detailed design repairs for Bluffers Park and Colonel Samuel Smith Park (2015, $1.4 million),
  - Begin sediment and vegetation removal for Sheppard Flood control Channel; complete erosion control works at 81 and 83 Fishleigh Drive and at various sites across Toronto (2015, $7.0 million),
- Plan and develop our waterfront including:
  - Continue Precinct implementation projects including:
    - Queens Quay Revitalization, (2015, $3.6 million); West Don Lands Development, (2015-2020, $5.8 million); Fort York Pedestrian Bridge (2015 – 2016, $17.9 million),
    - Designing and engineering for the Lower Don Flood Protection (2015, $5.0 million).
- Invest in arts, culture and heritage such as:
  - Complete restoration and landscape of the Fort York Visitor Centre (2015, $3.9 million),
  - Complete the Prince Edward Viaduct illumination (2015, $3.8 million),
  - Continue work with BIA's through the streetscape and commercial façade improvement programs (2015, $6.7 million), and

- Sony Centre exterior building enhancements such as limestone and granite cladding upgrades and restoration of the east and west exterior grounds (2015, $1.0 million).

Community Programs and Services

The City offers community programs and services that improve the quality of life of all its citizens and ensure opportunity for all. The 2015 – 2024 Council Approved Capital Budget and Plan funds projects that will:

- Design and construct the Wellesley Community Centre pool (2015-2018, $16.0 million),
- Invest in Parks, Forestry & Recreation state of good repair (2015-2024, $625.7 million),
- Upgrade and improve parks amenities as per Parks Plan (2015-2018, $19.6 million),
- Complete new and/or improve Community Centres including Railway Lands Community Centre, Birchmount Community Centre, 40 Wabash Parkdale Community Centre, North York Community Centre (2015-2023, $205.2 million),
- Complete Scarborough Civic Centre Library (2015, $2.0 million),
- Continue planning work for the Bayview Library relocation; and renovation of the Wychwood Library and Dawes Road Library (2015, $0.6 million),
- Begin renovation of branch libraries; Albion Branch (2015, $2.0 million); Agincourt Branch (2015, $1.0 million), and the North York Central Library (2015, $1.5 million),
- Complete project planning and design for Block 31 Child Care Centre (2015, $0.5 million); and complete delivery of the CSIS 3 System upgrades (2015, $0.4 million),
- Implement service efficiency projects to enhance online services for families and child care operators (2015, $1.2 million),
- Begin planning and design of Avondale Public School (2015, $0.5 million),
- Complete the necessary state of good repair and health and safety requirements at 10 long-term care homes (2015, $8.6 million),
- Continue construction of Kipling Acres (Phase 2), a 145 bed facility scheduled for completion in 2016 (2015-2016, $24.2 million).

Managing City's Growth

City Planning helps to guide and manage the City's growth, and the effects on the social, economic and natural environment while striving to enhance the quality of life for Toronto's diverse residential and business communities. The 2015 – 2024 Council Approved Capital Budget and Plan funds projects that will:

- Implement the Civic Improvement Places Program (2015-2024, $28.9 million),

- Continue the Planning Act statutory 5 year review of the Official Plan and the Municipal Comprehensive Review (2017-2024, $2.8 million), and
- Complete various growth-related studies including:
  - Local Area Studies, Secondary Plans, Avenue Studies and Transportation /Transit Planning Studies, and Heritage Conservation District Studies/Plans (2015-2024, $27.2 million).

Access to City Staff and Services

Residents will be provided with direct and simple access to City staff and services. The 2015 – 2024 Council Approved Capital Budget and Plan include projects that will:

- Improve the information management infrastructure that will enable the public to access city information easily (2015, $2.2 million),
- Implement an Enterprise Scheduler to provide new channels for online booking of city services and facilities (2015, $1.2 million),
- Complete assessment phase and begin implementation of the payment module to enable 311 to process registrations and payments from the public for city services (2015, $1.8 million),
- Develop the scope and implementation plan for a Channel and Counter Initiatives Strategy (2015, $0.4 million).

Conclusion

The 2015 - 2024 Council Approved Capital Budget and Plan, addresses the increasing demand in concise Capital needs in both state of good repair and service improvement needs and stabilizes increases in SOGR backlog. In addition, the 10-Year plan helps to solve the funding shortfall from the Provincial Pooling Compensation funding loss, while maintaining the Debt Service Ratio at just below 15% of Tax Levy on an annual basis. The staff had been requested to commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained. As well, 2015-2024 Capital Plan continues to support the construction of Scarborough Subway Extension project, as well as other major Transit and Transportation projects through on-going non-debt financing strategies.

Council Approved 2015 - 2024 Capital Budget and Plan

TORONTO	2015				2015 - 2024			
	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)
Programs / Agencies	**Gross**	**Debt/ CFC**			**Gross**	**Debt/ CFC**		
Citizen Centred Services - A								
Children's Services	4,040		2,355	(2,355)	41,532	14,652	17,007	(2,355)
Court Services					130			
Economic Development and Culture	24,887	6,900	12,304	(5,404)	142,024	93,600	99,004	(5,404)
Emergency Medical Services	7,685	1,720	6,939	(5,219)	71,123	36,170	37,550	(1,380)
Long Term Care Homes Services	27,140	12,340	20,780	(8,440)	111,604	81,054	85,694	(4,640)
Parks, Forestry & Recreation	174,134	5,688	53,188	(47,500)	1,155,819	604,747	652,504	(47,757)
Shelter, Support & Housing Administration	6,384	1,000	1,900	(900)	95,962	90,578	32,450	58,128
Toronto Employment & Social Services								
Citizen Centred Services - A	**244,270**	**27,648**	**97,466**	(69,818)	**1,618,194**	**920,801**	**924,209**	(3,408)
Citizen Centred Services - B								
City Planning	5,895	3,218	3,664	(446)	59,302	37,252	37,700	(448)
Fire Services	10,661	4,716	2,400	2,316	60,193	20,936	13,801	7,135
Transportation Services	338,956	218,408	212,769	5,639	3,899,977	2,811,765	2,005,419	806,346
Waterfront Revitalization Initiative	24,711	12,540	14,624	(2,084)	118,567	60,563	70,406	(9,843)
Citizen Centred Services - B	**380,223**	**238,882**	**233,457**	**5,425**	**4,138,039**	**2,930,516**	**2,127,326**	**803,190**
Internal Services								
311 Toronto	4,879	3,079	2,693	386	27,975	26,175	21,124	5,051
Facilities Management and Real Estate	110,115	36,174	60,053	(23,880)	920,783	617,835	514,553	103,282
Financial Services	12,553	7,405	14,138	(6,733)	58,047	43,855	43,337	518
Fleet Services	63,858				487,728			
Information & Technology	59,454	8,831	34,604	(25,773)	409,415	191,007	184,057	6,950
Internal Services	**250,859**	**55,489**	**111,488**	(56,000)	**1,903,948**	**878,872**	**763,071**	**115,801**
Other City Programs								
Accountability Offices	623		375	(375)	2,585	1,962	3,605	(1,643)
City Clerk's Office	3,750	2,100	2,750	(650)	49,063	36,223	36,873	(650)
Pan Am Games	1,604	9	1,207	(1,198)	1,604	9	1,207	(1,198)
Radio Replacement Project	3,786	3,786		3,786	3,786	3,786		3,786
Sustainable Energy Plan	14,037				159,251			
Corporate Initiatives	4,500	2,500		2,500	7,500	5,500		5,500
IT Related Projects	(3,544)	(3,544)	(3,544)		(17,724)	(17,724)	(17,724)	
Other City Programs	**24,756**	**4,851**	**788**	**4,063**	**206,065**	**29,756**	**23,961**	**5,795**
Total - City Operations	**900,108**	**326,870**	**443,199**	(116,330)	**7,866,246**	**4,759,945**	**3,838,567**	**921,378**
Agencies								
Exhibition Place	5,205	1,350	4,235	(2,885)	83,813	78,958	42,118	36,840
GO Transit			20,000	(20,000)			60,000	(60,000)
Sony Centre (Hummingbird)	3,563		1,498	(1,498)	8,293	4,730	6,519	(1,789)
Toronto & Region Conservation Authority	14,069	1,828	3,000	(1,172)	169,591	32,828	34,000	(1,172)
Toronto Police Service	43,307	8,345	20,829	(12,484)	543,057	234,505	242,052	(7,547)
Toronto Public Health	3,972	2,918	3,396	(478)	30,388	29,234	29,712	(478)
Toronto Public Library	19,334	9,782	14,450	(4,668)	242,367	148,567	153,235	(4,668)
Toronto Zoo	7,690	4,750	6,000	(1,250)	63,535	58,750	60,000	(1,250)
Yonge-Dundas Square			50	(50)	450	450	500	(50)
Agencies	**97,140**	**28,973**	**73,458**	(44,485)	**1,141,494**	**588,022**	**628,136**	(40,114)
Total - Tax Supported before TTC	997,248	355,843	516,657	(160,815)	9,007,740	5,347,967	4,466,703	881,264
Toronto Transit Commission								
Toronto Transit Commission	819,747	268,396	453,552	(185,156)	6,645,853	2,333,414	1,845,414	488,000
Scarborough Subway Extention	37,204	12,500		12,500	3,409,000	506,999	554,149	(47,150)
Spadina Subway Extension	145,883				591,713			
Total - TTC	**1,002,834**	**280,896**	**453,552**	(172,656)	**10,646,566**	**2,840,413**	**2,399,563**	**440,850**
Tax Supported Programs	**2,000,082**	**636,739**	**970,209**	(333,471)	**19,654,306**	**8,188,380**	**6,866,266**	**1,322,114**
Rate Supported Programs								
Solid Waste Management	67,924				671,755			
Toronto Parking Authority	27,928				389,604			
Toronto Water	729,261				10,984,090			
Rate Supported Programs	**825,113**				**12,045,449**			
Total - All Programs	**2,825,195**	**636,739**	**970,209**	(333,471)	**31,699,755**	**8,188,380**	**6,866,266**	**1,322,114**

TORONTO

2015 Council Approved Capital Budget and Future Year Commitments - Including 2014 Carry Forward - by Program and Funding Source

APPENDIX 1

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources							
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Citizen Centred Services "A"															
Children's Services	15,835	5,088	4,861	4,586	1,300				7,292		495		3,743	4,305	
Court Services															
Economic Development and Culture	37,481	34,838	2,643							852	7,444	268	9,315	19,602	
Emergency Medical Services	28,835	8,485	14,250	6,100					2,491	5,760			3,670	16,914	
Long Term Care Homes Services	44,240	32,940	11,300								1,650			32,680	9,910
Parks, Forestry & Recreation	327,419	219,549	42,336	38,577	17,854	9,103			57,932	8,176	68,561		122,106	70,644	
Shelter, Support & Housing Administration	7,237	7,237									2,061		460	4,716	
Toronto Employment & Social Services															
Total Citizen Centred Services "A"	**461,046**	**308,136**	**75,390**	**49,263**	**19,154**	**9,103**			**67,715**	**14,788**	**80,211**	**268**	**139,293**	**148,861**	**9,910**
Citizen Centred Services "B"															
City Planning	8,226	7,395	831						3,558					4,668	
Fire Services	36,973	20,715	13,433	2,825					9,851	4,898	3,956		5,828	12,440	
Transportation Services	1,451,440	470,562	250,009	275,591	278,967	130,610	45,701		48,986	302,812	19,224		80,684	999,734	
Waterfront Revitalization Initiative	125,292	31,436	34,620	19,155	24,925	14,956	200		49,360		4,969			70,963	
Total Citizen Centred Services "B"	**1,621,931**	**530,108**	**298,893**	**297,571**	**303,892**	**145,566**	**45,901**		**111,755**	**307,710**	**28,149**		**86,512**	**1,087,805**	
Internal Services															
Facilities Management and Real Estate	542,376	248,297	207,644	86,172	130	133		108,499	5,000	20,770	43,380	58,841	41,451	171,630	92,806
311 Toronto	12,265	6,673	5,592							1,500				10,765	
Financial Services	51,883	21,039	15,068	5,115	9,705	956			363	49	5,168		2,461	43,842	
Fleet Services	91,459	70,762	20,697							91,459					
Information & Technology	106,839	65,232	23,246	12,983	2,945	2,117	316			36,518			100	70,221	
Total Internal Services	**804,822**	**412,003**	**272,247**	**104,270**	**12,780**	**3,206**	**316**	**108,499**	**5,363**	**150,296**	**48,548**	**58,841**	**44,012**	**296,458**	**92,806**
Other City Programs															
Accountability Offices	1,225	623	602											1,225	
City Clerk's Office	26,769	4,758	17,961	2,880	750	420				117	5,562			21,090	
Pan Am Games	3,935	3,935									165		1,812	1,958	
Radio Replacement Project	10,577	10,577											6,791	3,786	
Corporate Initiatives	7,500	4,500	1,500	1,500										7,500	
Sustainable Energy Plan	24,974	21,910	2,330	367	367					5,600	5,273				14,101
IT Related Projects	(17,724)	(3,544)	(3,544)	(3,544)	(3,546)	(3,546)								(17,724)	
Total Other City Programs	**57,256**	**42,759**	**18,849**	**1,203**	**(2,429)**	**(3,126)**				**5,717**	**11,000**		**8,603**	**17,835**	**14,101**
Total City Operations	**2,945,056**	**1,293,007**	**665,379**	**452,307**	**333,397**	**154,749**	**46,217**	**108,499**	**184,833**	**478,511**	**167,908**	**59,109**	**278,420**	**1,550,958**	**116,817**
Agencies															
Exhibition Place	9,613	7,383	2,230								600		1,973	7,040	
GO Transit															
Sony Centre (Hummingbird)	4,917	4,917							300		225	550	2,054	1,788	
Toronto & Region Conservation Authority	14,069	14,069											11,069	3,000	
Toronto Police Service	63,553	53,099	4,768	5,686					6,000	24,349				33,204	

TORONTO

2015 Council Approved Capital Budget and Future Year Commitments - Including 2014 Carry Forward - by Program and Funding Source

APPENDIX 1

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources							
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Toronto Public Health	8,093	5,233	2,047	813				676						7,417	
Toronto Public Library	89,075	21,184	25,587	22,832	11,275	8,197			22,677	580	3		9,485	56,330	
Toronto Zoo	19,885	12,440	4,945	2,500									2,835	17,050	
Yonge-Dundas Square															
Total Agencies	**209,205**	**118,325**	**39,577**	**31,831**	**11,275**	**8,197**		**676**	**28,977**	**24,929**	**828**	**550**	**27,416**	**125,829**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**3,154,261**	**1,411,332**	**704,956**	**484,138**	**344,672**	**162,946**	**46,217**	**109,175**	**213,810**	**503,440**	**168,736**	**59,659**	**305,836**	**1,676,787**	**116,817**
Toronto Transit Commission (TTC)															
Toronto Transit Commission	5,523,459	1,075,083	1,136,197	906,811	751,640	624,090	1,029,638	828,960	501,104	746,580		1,157,778	131,350	2,157,687	
Scarborough Subway Extention	50,258	50,258									35,258			15,000	
Spadina Subway Extension	890,010	444,180	445,830					453,999	12,959			136,314	198,903	87,835	
Total TTC	**6,463,727**	**1,569,521**	**1,582,027**	**906,811**	**751,640**	**624,090**	**1,029,638**	**1,282,959**	**514,063**	**746,580**	**35,258**	**1,294,092**	**330,253**	**2,260,522**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**9,617,988**	**2,980,853**	**2,286,983**	**1,390,949**	**1,096,312**	**787,036**	**1,075,855**	**1,392,134**	**727,873**	**1,250,020**	**203,994**	**1,353,751**	**636,089**	**3,937,309**	**116,817**
RATE SUPPORTED PROGRAM															
Solid Waste Management	307,723	76,007	87,292	47,863	32,231	15,410	48,921				95,047				212,676
Toronto Parking Authority	61,767	47,725	14,042								500		61,267		
Toronto Water	3,768,012	785,243	848,766	755,157	468,080	297,114	613,632		221,123		3,508,427		38,462		
TOTAL RATE SUPPORTED PROGRAM	**4,137,502**	**908,975**	**950,100**	**803,020**	**500,311**	**312,524**	**662,573**		**221,123**		**3,603,974**		**99,729**		**212,676**
TOTAL CAPITAL PROGRAM	**13,755,490**	**3,889,827**	**3,237,083**	**2,193,969**	**1,596,623**	**1,099,560**	**1,738,428**	**1,392,134**	**948,996**	**1,250,020**	**3,807,968**	**1,353,751**	**735,818**	**3,937,309**	**329,493**

TORONTO

2015 Council Approved Capital Budget & Future Year Commitments - Excluding 2014 Carry Forward - by Program and Funding Source

APPENDIX 1(i)

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources								
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Citizen Centred Services "A"															
Children's Services	14,787	4,040	4,861	4,586	1,300				6,965		460		3,507	3,855	
Court Services	27,530	24,887	2,643							797	4,935	268	5,833	15,697	
Economic Development and Culture	28,035	7,685	14,250	6,100					2,491	5,760			3,670	16,114	
Emergency Medical Services	38,440	27,140	11,300								1,650			26,880	9,910
Long Term Care Homes Services	282,004	174,134	42,336	38,577	17,854	9,103			53,097	8,176	59,135		95,052	66,544	
Parks, Forestry & Recreation	6,384	6,384									2,061			4,323	
Shelter, Support & Housing Administration															
Toronto Employment & Social Services															
Total Citizen Centred Services "A"	**397,180**	**244,270**	**75,390**	**49,263**	**19,154**	**9,103**			**62,553**	**14,733**	**68,241**	**268**	**108,062**	**133,413**	**9,910**
Citizen Centred Services "B"															
City Planning	6,726	5,895	831						3,058						
Fire Services	26,919	10,661	13,433	2,825					6,998	4,851	3,956			3,668	
Transportation Services	1,319,834	338,956	250,009	275,591	278,967	130,610	45,701		40,319	301,517	9,260		32,124	11,114	
Waterfront Revitalization Initiative	118,567	24,711	34,620	19,155	24,925	14,956	200		49,360		3,244			936,614	
Total Citizen Centred Services "B"	**1,472,046**	**380,223**	**298,893**	**297,571**	**303,892**	**145,566**	**45,901**		**99,735**	**306,368**	**16,460**		**32,124**	**65,963**	
Internal Services														**1,017,359**	
Facilities Management and Real Estate	404,194	110,115	207,644	86,172	130	133		73,195		20,770	30,000	37,170	28,639	131,146	83,275
311 Toronto	10,471	4,879	5,592							1,500				8,971	
Financial Services	43,397	12,553	15,068	5,115	9,705	956			263	49	5,127		2,203	35,755	
Fleet Services	84,555	63,858	20,697							84,555					
Information & Technology	101,061	59,454	23,246	12,983	2,945	2,117	316			34,962				66,099	
Total Internal Services	**643,678**	**250,859**	**272,247**	**104,270**	**12,780**	**3,206**	**316**	**73,195**	**263**	**141,836**	**35,127**	**37,170**	**30,842**	**241,971**	**83,275**
Other City Programs															
Accountability Offices	1,225	623	602												
City Clerk's Office	25,761	3,750	17,961	2,880	750	420				110	4,970			1,225	
Pan Am Games	1,604	1,604									165		1,232	20,681	
Radio Replacement Project	3,786	3,786												207	
Corporate Initiatives	7,500	4,500	1,500	1,500										3,786	
Sustainable Energy Plan	17,101	14,037	2,330	367	367									7,500	
IT Related Projects	(17,724)	(3,544)	(3,544)	(3,544)	(3,546)	(3,546)				5,000	2,301				9,800
Total Other City Programs	**39,253**	**24,756**	**18,849**	**1,203**	**(2,429)**	**(3,126)**				**5,110**	**7,436**		**1,232**	**(17,724)**	
Total City Operations	**2,552,157**	**900,108**	**665,379**	**452,307**	**333,397**	**154,749**	**46,217**	**73,195**	**162,551**	**468,047**	**127,264**	**37,438**	**172,260**	**15,675**	**9,800**
														1,408,418	**102,985**

TORONTO

2015 Council Approved Capital Budget & Future Year Commitments - Excluding 2014 Carry Forward - by Program and Funding Source

APPENDIX 1(i)

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources							
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Agencies															
Exhibition Place	7,435	5,205	2,230												
GO Transit	3,563	3,563													
Sony Centre (Hummingbird)	14,069	14,069											695	6,740	
Toronto & Region Conservation Authority	53,761	43,307	4,768	5,686					300		225	550	700	1,788	
Toronto Police Service	6,832	3,972	2,047	813					6,000	21,415			11,069	3,000	
Toronto Public Health	87,225	19,334	25,587	22,832	11,275	8,197		676						26,346	
Toronto Public Library	15,135	7,690	4,945	2,500					22,677	580	3		8,685	6,156	
Yonge-Dundas Square													2,535	55,280	
Total Agencies	**188,020**	**97,140**	**39,577**	**31,831**	**11,275**	**8,197**		**676**	**28,977**	**21,995**	**228**	**550**	**23,684**	**12,600**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**2,740,177**	**997,248**	**704,956**	**484,138**	**344,672**	**162,946**	**46,217**	**73,871**	**191,528**	**490,042**	**127,492**	**37,988**	**195,944**	**111,910**	
Toronto Transit Commission (TTC)															
Toronto Transit Commission	5,268,123	819,747	1,136,197	906,811	751,640	624,090	1,029,638	814,792	501,104	746,580				1,520,328	102,985
Scarborough Subway Extention	37,204	37,204										1,157,778	131,350	1,916,519	
Spadina Subway Extension	591,713	145,883	445,830								24,704			12,500	
Total TTC	**5,897,040**	**1,002,834**	**1,582,027**	**906,811**	**751,640**	**624,090**	**1,029,638**	331,607	9,420			94,964	155,722		
								1,146,399	**510,524**	**746,580**	**24,704**	**1,252,742**	**287,072**	**1,929,019**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**8,637,217**	**2,000,082**	**2,286,983**	**1,390,949**	**1,096,312**	**787,036**	**1,075,855**	**1,220,270**	**702,052**	**1,236,622**	**152,196**	**1,290,730**	**483,016**	**3,449,347**	**102,985**
RATE SUPPORTED PROGRAM															
Solid Waste Management	299,640	67,924	87,292	47,863	32,231	15,410	48,921								
Toronto Parking Authority	41,970	27,928	14,042								89,168				210,473
Toronto Water	3,712,030	729,261	848,766	755,157	468,080	297,114	613,652		216,530		3,457,336		41,970		
													38,164		
TOTAL RATE SUPPORTED PROGRAM	**4,053,640**	**825,113**	**950,100**	**803,020**	**500,311**	**312,524**	**662,573**		**216,530**		**3,546,504**		**80,134**		**210,473**
TOTAL CAPITAL PROGRAM	**12,690,857**	**2,825,195**	**3,237,083**	**2,193,969**	**1,596,623**	**1,099,560**	**1,738,428**	**1,220,270**	**918,582**	**1,236,622**	**3,698,700**	**1,290,730**	**563,150**	**3,449,347**	**313,458**

TORONTO

2015 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope
- by Program and Funding Source

APPENDIX 1(ii)

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources							
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Citizen Centred Services "A"															
Children's Services	7,880	2,980	2,670	2,230					3,510		125		390	3,855	
Court Services															
Economic Development and Culture	15,077	12,434	2,643							600	975		3,060	10,442	
Emergency Medical Services	14,265	4,960	5,205	4,100						5,760			1,870	6,635	
Long Term Care Homes Services	8,690	6,890	1,800								1,650			7,040	
Parks, Forestry & Recreation	124,487	87,568	20,104	9,907	6,908				22,304		25,012		18,488	58,683	
Shelter, Support & Housing Administration	3,323	3,323												3,323	
Toronto Employment & Social Services															
Total Citizen Centred Services "A"	**173,722**	**118,155**	**32,422**	**16,237**	**6,908**				**25,814**	**6,360**	**27,762**		**23,808**	**89,978**	
Citizen Centred Services "B"															
City Planning	6,726	5,895	831						3,012					3,714	
Fire Services	10,045	3,320	6,725						660	3,900				5,485	
Transportation Services	1,077,743	208,405	223,608	249,942	259,179	121,451	15,158		38,999	226,453	8,410		31,396	772,485	
Waterfront Revitalization Initiative	4,673	(11,786)	(10,016)	14,143	3,720	8,656	(44)		8,755		899			(4,981)	
Total Citizen Centred Services "B"	**1,099,187**	**205,834**	**221,148**	**264,085**	**262,899**	**130,107**	**15,114**		**51,426**	**230,353**	**9,309**		**31,396**	**776,703**	
Internal Services															
Facilities Management and Real Estate	68,116	34,414	28,160	5,279	130	133		2,026			10,000	1,500	3,500	50,690	400
311 Toronto	4,732	786	3,946											4,732	
Financial Services	11,796	5,991	5,805								159		217	11,420	
Fleet Services	56,145	35,448	20,697							56,145					
Information & Technology	55,469	48,879	12,579	5,353	(13,115)	1,457	316			16,701			(12,000)	50,768	
Total Internal Services	**196,258**	**125,518**	**71,187**	**10,632**	**(12,985)**	**1,590**	**316**	**2,026**		**72,846**	**10,159**	**1,500**	**(8,283)**	**117,610**	**400**
Other City Programs															
Accountability Offices	1,225	623	602											1,225	
City Clerk's Office	21,640	1,585	17,205	2,680	350	(180)				10	4,570			17,060	
Pan Am Games	(1,000)	(1,000)												(1,000)	
Radio Replacement Project	3,786	3,786												3,786	
Corporate Initiatives	7,500	4,500	1,500	1,500										7,500	
Sustainable Energy Plan	12,473	10,595	1,878							5,000					7,473
IT Related Projects															
Total Other City Programs	**45,624**	**20,089**	**21,185**	**4,180**	**350**	**(180)**				**5,010**	**4,570**			**28,571**	**7,473**
Total City Operations	**1,514,791**	**469,596**	**345,942**	**295,134**	**257,172**	**131,517**	**15,430**	**2,026**	**77,240**	**314,569**	**51,800**	**1,500**	**46,921**	**1,012,862**	**7,873**

TORONTO

2015 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope - by Program and Funding Source

APPENDIX 1(ii)

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources							
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Agencies															
Exhibition Place	6,735	4,505	2,230										695	6,040	
GO Transit															
Sony Centre (Hummingbird)	2,563	2,563									225	550		1,788	
Toronto & Region Conservation Authority	14,069	14,069											11,069	3,000	
Toronto Police Service	48,409	37,955	4,768	5,686					6,000	21,415				20,994	
Toronto Public Health	3,191	1,015	1,363	813				493						2,698	
Toronto Public Library	49,743	8,865	11,837	11,508	9,336	8,197			16,744				4,937	28,062	
Toronto Zoo	1,250	1,250												1,250	
Yonge-Dundas Square															
Total Agencies	**125,960**	**70,222**	**20,198**	**18,007**	**9,336**	**8,197**		**493**	**22,744**	**21,415**	**225**	**550**	**16,701**	**63,832**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Exd.TTC)	**1,640,751**	**539,818**	**366,140**	**313,141**	**266,508**	**139,714**	**15,430**	**2,519**	**99,984**	**335,984**	**52,025**	**2,050**	**63,622**	**1,076,694**	**7,873**
Toronto Transit Commission (TTC)															
Toronto Transit Commission	1,651,337	8,225	367,710	251,645	277,994	213,761	532,002	259,305	149,884	146,186		461,577	36,454	597,931	
Scarborough Subway Extention	37,204	37,204									24,704			12,500	
Spadina Subway Extension															
Total TTC	**1,688,541**	**45,429**	**367,710**	**251,645**	**277,994**	**213,761**	**532,002**	**259,305**	**149,884**	**146,186**	**24,704**	**461,577**	**36,454**	**610,431**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**3,329,292**	**585,247**	**733,850**	**564,786**	**544,502**	**353,475**	**547,432**	**261,824**	**249,868**	**482,170**	**76,729**	**463,627**	**100,076**	**1,687,125**	**7,873**
RATE SUPPORTED PROGRAM															
Solid Waste Management	17,340	(44,079)	26,184	21,381	11,411	(2,517)	4,961				21,649				(4,310)
Toronto Parking Authority	41,970	27,928	14,042										41,970		
Toronto Water	1,123,411	45,611	218,605	227,416	173,716	111,014	347,049		111,323		1,013,286		(1,198)		
TOTAL RATE SUPPORTED PROGRAM	**1,182,721**	**29,460**	**258,831**	**248,797**	**185,127**	**108,497**	**352,010**		**111,323**		**1,034,935**		**40,772**		**(4,310)**
TOTAL CAPITAL PROGRAM	**4,512,013**	**614,707**	**992,681**	**813,583**	**729,629**	**461,972**	**899,442**	**261,824**	**361,191**	**482,170**	**1,111,664**	**463,627**	**140,848**	**1,687,125**	**3,563**

TORONTO

2015 Council Approved Capital Budget and Future Year Commitments - Previously Approved

- by Program and Funding Source

APPENDIX 1(iii)

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources							
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Citizen Centred Services "A"															
Children's Services	6,907	1,060	2,191	2,356	1,300				3,455		335		3,117		
Court Services															
Economic Development and Culture	12,453	12,453								197	3,960	268	2,773	5,255	
Emergency Medical Services	13,770	2,725	9,045	2,000					2,491				1,800	9,479	
Long Term Care Homes Services	29,750	20,250	9,500											19,840	9,910
Parks, Forestry & Recreation	157,517	86,566	22,232	28,670	10,946	9,103			30,793	8,176	34,123		76,564	7,861	
Shelter, Support & Housing Administration	3,061	3,061									2,061			1,000	
Toronto Employment & Social Services															
Total Citizen Centred Services "A"	**223,458**	**126,115**	**42,968**	**33,026**	**12,246**	**9,103**			**36,739**	**8,373**	**40,479**	**268**	**84,254**	**43,435**	**9,911**
Citizen Centred Services "B"															
City Planning															
Fire Services	16,874	7,341	6,708	2,825					6,338	951	3,956			5,629	
Transportation Services	242,091	130,551	26,401	25,649	19,788	9,159	30,543		1,320	75,064	850		728	164,129	
Waterfront Revitalization Initiative	113,894	36,497	44,636	5,012	21,205	6,300	244		40,605		2,345			70,944	
Total Citizen Centred Services "B"	**372,859**	**174,389**	**77,745**	**33,486**	**40,993**	**15,459**	**30,787**		**48,263**	**76,015**	**7,151**		**728**	**240,702**	
Internal Services															
Facilities Management and Real Estate	336,078	75,701	179,484	80,893				71,169		20,770	20,000	35,670	25,139	80,456	82,875
311 Toronto	5,739	4,093	1,646							1,500				4,239	
Financial Services	31,601	6,562	9,263	5,115	9,705	956			263	49	4,968		1,986	24,335	
Fleet Services	28,410	28,410								28,410					
Information & Technology	45,592	10,575	10,667	7,630	16,060	660				18,261			12,000	15,331	
Total Internal Services	**447,420**	**125,341**	**201,060**	**93,638**	**25,765**	**1,616**		**71,169**	**263**	**68,990**	**24,968**	**35,670**	**39,125**	**124,361**	**82,875**
Other City Programs															
Accountability Offices															
City Clerk's Office	4,121	2,165	756	200	400	600				100	400			3,621	
Pan Am Games	2,604	2,604									165		1,232	1,207	
Radio Replacement Project															
Corporate Initiatives															
Sustainable Energy Plan	4,628	3,442	452	367	367						2,301				2,327
IT Related Projects	(17,724)	(3,544)	(3,544)	(3,544)	(3,546)	(3,546)								(17,724)	
Total Other City Programs	**(6,371)**	**4,667**	**(2,336)**	**(2,977)**	**(2,779)**	**(2,946)**				**100**	**2,866**		**1,232**	**(12,896)**	**2,327**
Total City Operations	**1,037,366**	**430,512**	**319,437**	**157,173**	**76,225**	**23,232**	**30,787**	**71,169**	**85,265**	**153,478**	**75,464**	**35,938**	**125,339**	**395,602**	**95,112**

TORONTO

2015 Council Approved Capital Budget and Future Year Commitments - Previously Approved

- by Program and Funding Source

APPENDIX 1(iii)

($000s)	Total Cash Flow 2015 - 2024	Budget and Commitment						Funding Sources							
		2015	2016	2017	2018	2019	2020 to 2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Recoverable
Agencies															
Exhibition Place	700	700												700	
GO Transit															
Sony Centre (Hummingbird)	1,000	1,000							300				700		
Toronto & Region Conservation Authority															
Toronto Police Service	5,352	5,352												5,352	
Toronto Public Health	3,641	2,957	684					183						3,458	
Toronto Public Library	37,482	10,469	13,750	11,324	1,939				5,933	580	3		3,748	27,218	
Toronto Zoo	13,885	6,440	4,945	2,500									2,535	11,350	
Yonge-Dundas Square															
Total Agencies	**62,060**	**26,918**	**19,379**	**13,824**	**1,939**			183	6,233	580	3		6,983	48,078	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**1,099,426**	**457,430**	**338,816**	**170,997**	**78,164**	**23,232**	**30,787**	**71,352**	**91,498**	**154,058**	**75,467**	**35,938**	**132,322**	**443,680**	**95,112**
Toronto Transit Commission (TTC)															
Toronto Transit Commission	3,616,786	811,522	768,487	655,166	473,646	410,329	497,636	558,742	351,220	590,744		695,749	94,896	1,325,435	
Scarborough Subway Extention															
Spadina Subway Extension	591,713	145,883	445,830					331,607	9,420			94,964	155,722		
Total TTC	**4,208,499**	**957,405**	**1,214,317**	**655,166**	**473,646**	**410,329**	**497,636**	**890,349**	**360,640**	**590,744**		**790,713**	**250,618**	**1,325,435**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**5,307,925**	**1,414,835**	**1,553,133**	**826,163**	**551,810**	**433,561**	**528,423**	**961,701**	**452,138**	**744,802**	**75,467**	**826,651**	**382,940**	**1,769,115**	**95,112**
RATE SUPPORTED PROGRAM															
Solid Waste Management	282,301	112,003	61,108	26,482	20,820	17,928	43,960				67,518				214,782
Toronto Parking Authority															
Toronto Water	2,588,619	683,650	630,161	527,741	294,364	186,100	266,603		105,207		2,444,050		39,362		
TOTAL RATE SUPPORTED PROGRAM	**2,870,920**	**795,653**	**691,269**	**554,223**	**315,184**	**204,028**	**310,563**		**105,207**		**2,511,568**		**39,362**		**214,782**
TOTAL CAPITAL PROGRAM	**8,178,844**	**2,210,488**	**2,244,402**	**1,380,386**	**866,994**	**637,589**	**838,986**	**961,701**	**557,345**	**744,802**	**2,587,035**	**826,651**	**422,302**	**1,769,115**	**309,894**

TORONTO

2015 Council Approved Capital Budget – Including 2014 Carry Forward - by Program and Funding Source

APPENDIX 1(iv)

($000s)	2015 Cash Flow	Funding Sources: Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Rec.
Citizen Centred Services "A"									
Children's Services	5,088		1,731		266		286	2,805	
Court Services									
Economic Development and Culture	34,838			852	7,444	268	9,065	17,209	
Emergency Medical Services	8,485		1,005	2,585			995	3,900	
Long Term Care Homes Services	32,940				1,650			22,780	8,510
Parks, Forestry & Recreation	219,549		36,277	974	60,585		64,558	57,155	
Shelter, Support & Housing Administration	7,237				2,061		460	4,716	
Toronto Employment & Social Services									
Total Citizen Centred Services "A"	**308,136**		**39,013**	**4,411**	**72,006**	**268**	**75,363**	**108,565**	**8,510**
Citizen Centred Services "B"									
City Planning	7,395		3,177					4,218	
Fire Services	20,715		3,789	247	2,926		5,828	7,925	
Transportation Services	470,562		25,944	61,845	14,242		69,070	299,461	
Waterfront Revitalization Initiative	31,436		5,927		2,569			22,940	
Total Citizen Centred Services "B"	**530,108**		**38,837**	**62,092**	**19,737**		**74,898**	**334,544**	
Internal Services									
Facilities Management and Real Estate	248,297	42,163	5,000		31,875	26,402	15,660	98,409	28,789
311 Toronto	6,673			1,500				5,173	
Financial Services	21,039		225	49	203		1,255	19,307	
Fleet Services	70,762			70,762					
Information & Technology	65,232			25,301			100	39,831	
Total Internal Services	**412,003**	**42,163**	**5,225**	**97,612**	**32,078**	**26,402**	**17,015**	**162,720**	**28,789**
Other City Programs									
Accountability Offices	623							623	
City Clerk's Office	4,758			57	1,542			3,159	
Pan Am Games	3,935				165		1,812	1,958	
Radio Replacement Project	10,577						6,791	3,786	
Corporate Initiatives	4,500							4,500	
Sustainable Energy Plan	21,910			5,600	4,172				12,138
IT Related Projects	(3,544)							(3,544)	
Total Other City Programs	**42,759**			**5,657**	**5,879**		**8,603**	**10,482**	**12,138**
Total City Operations	**1,293,007**	**42,163**	**83,075**	**169,772**	**129,700**	**26,670**	**175,879**	**616,310**	**49,437**

TORONTO

2015 Council Approved Capital Budget – Including 2014 Carry Forward
- by Program and Funding Source

APPENDIX 1(iv)

($000s)	2015	Funding Sources								
Agencies	Cash Flow	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Rec.
Exhibition Place	7,383				600		1,973	4,810	
GO Transit	4,917		300		225	550	2,054	1,788	
Sony Centre (Hummingbird)	14,069		6,000	24,349			11,069	3,000	
Toronto & Region Conservation Authority	53,099	576						22,750	
Toronto Police Service	5,233		3,477		3			4,657	
Toronto Public Health	21,184						2,204	15,500	
Toronto Public Library	12,440						1,990	10,450	
Toronto Zoo									
Yonge-Dundas Square									
Total Agencies	**118,325**	**576**	**9,777**	**24,349**	**828**	**550**	**19,290**	**62,955**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**1,411,332**	**42,739**	**92,852**	**194,121**	**130,528**	**27,220**	**195,169**	**679,265**	**49,437**
Toronto Transit Commission (TTC)									
Toronto Transit Commission	1,075,083	97,196	32,131	228,085		152,200	33,588	531,882	
Scarborough Subway Extention	50,258				35,258			15,000	
Spadina Subway Extension	444,180	200,928	12,959			64,691	77,767	87,835	
Total TTC	**1,569,521**	**298,124**	**45,090**	**228,085**	**35,258**	**216,891**	**111,355**	**634,717**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**2,980,853**	**340,863**	**137,942**	**422,206**	**165,786**	**244,111**	**306,524**	**1,313,982**	**49,437**
RATE SUPPORTED PROGRAM									
Solid Waste Management	76,007				36,687				
Toronto Parking Authority	47,725				500		47,225		39,320
Toronto Water	785,243		51,359		723,937		9,947		
TOTAL RATE SUPPORTED PROGRAM	**908,975**		**51,359**		**761,124**		**57,172**		**39,320**
TOTAL CAPITAL PROGRAM	**3,889,827**	**340,863**	**189,301**	**422,206**	**926,910**	**244,111**	**363,696**	**1,313,982**	**88,757**

TORONTO

2015 Council Approved Capital Budget – Excluding 2014 Carry Forward - by Program and Funding Source

APPENDIX 1(v)

($000s)	2015 Budget	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Rec.
Citizen Centred Services "A"									
Children's Services	4,040		1,404		231		50	2,355	
Court Services									
Economic Development and Culture	24,887			797	4,935	268	5,583	13,304	
Emergency Medical Services	7,685		1,005	2,585			995	3,100	
Long Term Care Homes Services	27,140				1,650			16,980	8,510
Parks, Forestry & Recreation	174,134		31,442	974	51,159		37,504	53,055	
Shelter, Support & Housing Administration	6,384				2,061			4,323	
Toronto Employment & Social Services									
Total Citizen Centred Services "A"	**244,270**		**33,851**	**4,356**	**60,036**	**268**	**44,132**	**93,117**	**8,510**
Citizen Centred Services "B"									
City Planning	5,895		2,677					3,218	
Fire Services	10,661		936	200	2,926			6,599	
Transportation Services	338,956		17,267	60,550	9,260		20,510	231,369	
Waterfront Revitalization Initiative	24,711		5,927		844			17,940	
Total Citizen Centred Services "B"	**380,223**		**26,807**	**60,750**	**13,030**		**20,510**	**259,126**	
Internal Services									
Facilities Management and Real Estate	110,115	6,859			18,495	4,731	2,848	57,925	19,258
311 Toronto	4,879			1,500				3,379	
Financial Services	12,553		125	49	162		997	11,220	
Fleet Services	63,858			63,858					
Information & Technology	59,454			23,745				35,709	
Total Internal Services	**250,859**	**6,859**	**125**	**89,152**	**18,657**	**4,731**	**3,845**	**108,233**	**19,258**
Other City Programs									
Accountability Offices	623							623	
City Clerk's Office	3,750			50	950			2,750	
Pan Am Games	1,604				165		1,232	207	
Radio Replacement Project	3,786							3,786	
Corporate Initiatives	4,500							4,500	
Sustainable Energy Plan	14,037			5,000	1,200				7,837
IT Related Projects	(3,544)							(3,544)	
Total Other City Programs	**24,756**			**5,050**	**2,315**		**1,232**	**8,322**	**7,837**
Total City Operations	**900,108**	**6,859**	**60,783**	**159,308**	**94,038**	**4,999**	**69,719**	**468,798**	**35,605**

TORONTO

2015 Council Approved Capital Budget – Excluding 2014 Carry Forward - by Program and Funding Source

APPENDIX 1(v)

($000s)	2015 Budget	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt CFC	Debt Rec.
Agencies									
Exhibition Place	5,205						695	4,510	
GO Transit									
Sony Centre (Hummingbird)	3,563		300		225	550	700	1,788	
Toronto & Region Conservation Authority	14,069						11,069	3,000	
Toronto Police Service	43,307		6,000	21,415				15,892	
Toronto Public Health	3,972	576						3,396	
Toronto Public Library	19,334		3,477		3		1,404	14,450	
Toronto Zoo	7,690						1,690	6,000	
Yonge-Dundas Square									
Total Agencies	**97,140**	**576**	**9,777**	**21,415**	**228**	**550**	**15,558**	**49,036**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**997,248**	**7,435**	**70,560**	**180,723**	**94,266**	**5,549**	**85,277**	**517,834**	**35,605**
Toronto Transit Commission (TTC)									
Toronto Transit Commission	819,747	83,028	32,131	228,085		152,200	33,588	290,714	
Scarborough Subway Extention	37,204				24,704			12,500	
Spadina Subway Extension	145,883	78,536	9,420			23,341	34,586		
Total TTC	**1,002,834**	**161,564**	**41,551**	**228,085**	**24,704**	**175,541**	**68,174**	**303,214**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**2,000,082**	**168,999**	**112,111**	**408,808**	**118,970**	**181,090**	**153,451**	**821,048**	**35,605**
RATE SUPPORTED PROGRAM									
Solid Waste Management	67,924				30,808				37,116
Toronto Parking Authority	27,928						27,928		
Toronto Water	729,261		46,766		672,846		9,649		
TOTAL RATE SUPPORTED PROGRAM	**825,113**		**46,766**		**703,654**		**37,577**		**37,116**
TOTAL CAPITAL PROGRAM	**2,825,195**	**168,999**	**158,877**	**408,808**	**822,624**	**181,090**	**191,028**	**821,048**	**72,721**

TORONTO

2015 Council Approved Capital Budget - 2014 Carry Forward - by Program and Funding Source

APPENDIX 1(vi)

($000s)	2015 Carry-forward	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Rec.
Citizen Centred Services "A"									
Children's Services	1,048		327		35		236	450	
Court Services									
Economic Development and Culture	9,951			55	2,509		3,481	3,905	
Emergency Medical Services	800							800	
Long Term Care Homes Services	5,800							5,800	
Parks, Forestry & Recreation	45,415		4,835		9,426		27,054	4,100	
Shelter, Support & Housing Administration	853						460	393	
Toronto Employment & Social Services									
Total Citizen Centred Services "A"	**63,867**		**5,162**	**55**	**11,970**		**31,232**	**15,448**	
Citizen Centred Services "B"									
City Planning	1,500		500					1,000	
Fire Services	10,054		2,853	47			5,828	1,326	
Transportation Services	131,606		8,677	1,295	4,982		48,560	68,092	
Waterfront Revitalization Initiative	6,725				1,725			5,000	
Total Citizen Centred Services "B"	**149,885**		**12,030**	**1,342**	**6,707**		**54,388**	**75,418**	
Internal Services									
Facilities Management and Real Estate	138,182	35,304	5,000		13,380	21,671	12,812	40,484	9,531
311 Toronto	1,794							1,794	
Financial Services	8,486		100		41		258	8,087	
Fleet Services	6,904			6,904					
Information & Technology	5,778			1,556			100	4,122	
Total Internal Services	**161,144**	**35,304**	**5,100**	**8,460**	**13,421**	**21,671**	**13,170**	**54,487**	**9,531**
Other City Programs									
Accountability Offices									
City Clerk's Office	1,008			7	592			409	
Pan Am Games	2,331						580	1,751	
Radio Replacement Project	6,791						6,791		
Corporate Initiatives									
Sustainable Energy Plan	7,873			600	2,972				4,301
IT Related Projects									
Total Other City Programs	**18,003**			**607**	**3,564**		**7,371**	**2,160**	**4,301**
Total City Operations	**392,899**	**35,304**	**22,292**	**10,464**	**35,662**	**21,671**	**106,161**	**147,513**	**13,832**

TORONTO

2015 Council Approved Capital Budget - 2014 Carry Forward - by Program and Funding Source

APPENDIX 1(vi)

($000s)	2015 Carry-forward	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Rec.
Agencies									
Exhibition Place	2,178				600		1,278	300	
GO Transit									
Sony Centre (Hummingbird)	1,354						1,354		
Toronto & Region Conservation Authority									
Toronto Police Service	9,792			2,934				6,858	
Toronto Public Health	1,261							1,261	
Toronto Public Library	1,850						800	1,050	
Toronto Zoo	4,750						300	4,450	
Yonge-Dundas Square									
Total Agencies	**21,185**			**2,934**	**600**		**3,732**	**13,919**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**414,084**	**35,304**	**22,292**	**13,398**	**36,262**	**21,671**	**109,893**	**161,432**	**13,832**
Toronto Transit Commission (TTC)									
Toronto Transit Commission	255,336	14,168						241,168	
Scarborough Subway Extention	13,054				10,554			2,500	
Spadina Subway Extension	298,297	122,392	3,539			41,350	43,181	87,835	
Total TTC	**566,687**	**136,560**	**3,539**		**10,554**	**41,350**	**43,181**	**331,503**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**980,771**	**171,864**	**25,831**	**13,398**	**46,816**	**63,021**	**153,074**	**492,935**	**13,832**
RATE SUPPORTED PROGRAM									
Solid Waste Management	8,083				5,879				2,204
Toronto Parking Authority	19,797				500		19,297		
Toronto Water	55,982		4,593		51,091		298		
TOTAL RATE SUPPORTED PROGRAM	**83,862**		**4,593**		**57,470**		**19,595**		**2,204**
TOTAL CAPITAL PROGRAM	**1,064,633**	**171,864**	**30,424**	**13,398**	**104,286**	**63,021**	**172,669**	**492,935**	**16,036**

TORONTO

APPENDIX 2

2015 Council Approved Capital Budget and 2016 to 2024 Capital Plan (Tax Supported Programs)

- by Category and Funding Source

Expenditures ($M)	Capital Plan							Capital Plan							
	2015	2016	2017	2018	2019	Total	%	2020	2021	2022	2023	2024	Total	%	Total
Health and Safety	44	45	38	19	18	164	0.9%	19	16	19	20	25	99	0.7%	263
Legislated	163	196	218	260	296	1,133	6.4%	233	176	164	92	67	732	5.3%	1,865
State of Good Repair	1,713	2,191	2,188	2,100	1,996	10,188	57.3%	1,719	1,609	1,498	1,472	1,446	7,743	55.7%	17,932
Service Improvement	488	785	544	555	537	2,909	16.4%	497	497	458	481	540	2,473	17.8%	5,382
Growth Related	417	854	514	598	1,009	3,391	19.1%	935	807	636	350	139	2,867	20.6%	6,258
Total Expenditures	**2,825**	**4,071**	**3,502**	**3,531**	**3,856**	**17,786**	100%	**3,404**	**3,104**	**2,776**	**2,414**	**2,216**	**13,914**	**100%**	**31,700**
Funded By:															
Provincial	169	484	241	282	555	1,730	9.7%	495	433	347	208	89	1,573	11.3%	3,303
Federal	181	262	199	235	325	1,202	6.8%	317	295	259	214	173	1,257	9.0%	2,459
Reserves	409	380	360	280	285	1,714	9.6%	232	153	177	194	174	931	6.7%	2,645
Reserve Funds	823	1,050	1,073	1,198	1,253	5,396	30.3%	1,224	1,231	1,142	1,051	1,045	5,692	40.9%	11,088
DC	159	218	246	230	228	1,081	6.1%	218	222	147	113	115	815	5.9%	1,895
Other	191	321	165	137	97	910	5.1%	76	82	88	101	92	439	3.2%	1,349
Capital from Current	198	225	306	344	379	1,452	8.2%	417	458	504	555	610	2,544	18.3%	3,997
Recoverable Debt	73	134	73	64	54	399	2.2%	57	43	31	29	29	188	1.4%	587
Debt	623	997	839	761	682	3,902	21.9%	369	186	81	-50	-111	474	3.4%	4,376
Total Funding	**2,825**	**4,071**	**3,502**	**3,531**	**3,856**	**17,786**	100.0%	**3,404**	**3,104**	**2,776**	**2,414**	**2,216**	**13,914**	**100.0%**	**31,700**

TORONTO

2015 Council Approved Capital Budget and 2016 to 2024 Capital Plan - Excluding 2014 Carry Forward - by Program & Category

APPENDIX 2(i)

($000s)	2015 - 2024 Plan	Category				
		Health & Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
Citizen Centred Services "A"						
Children's Services	41,532			13,893	27,639	
Court Services	130		130			
Economic Development and Culture	142,024	11,854	809	93,017	31,709	4,635
Emergency Medical Services	71,123	23,832		10,820	1,210	35,261
Long Term Care Homes Services	111,604	33,754	29,750	48,100		
Parks, Forestry & Recreation	1,155,819		3,055	625,748	284,310	242,706
Shelter, Support & Housing Administration	95,962			11,500	84,462	
Toronto Employment & Social Services						
Total Citizen Centred Services "A"	**1,618,194**	**69,440**	**33,744**	**803,078**	**429,330**	**282,602**
Citizen Centred Services "B"						
City Planning	59,302		5,430			53,872
Fire Services	60,193	27,178	500	5,435	6,122	20,958
Transportation Services	3,899,977	87,153		3,104,195	183,028	525,601
Waterfront Revitalization Initiative	118,567					118,567
Total Citizen Centred Services "B"	**4,138,039**	**114,331**	**5,930**	**3,109,630**	**189,150**	**718,998**
Internal Services						
Facilities Management and Real Estate	920,783	43,220	17,956	525,311	324,296	10,000
311 Toronto	27,975			18,102	9,873	
Financial Services	58,047		5,253	40,282	12,249	263
Fleet Services	487,728		1,029	478,080	8,619	
Information & Technology	409,415			286,327	123,088	
Total Internal Services	**1,903,948**	**43,220**	**24,238**	**1,348,102**	**478,125**	**10,263**
Other City Programs						
Accountability Offices	2,585			2,455	130	
City Clerk's Office	49,063	685	38,812	9,566		
Pan Am Games	1,604					1,604
Radio Replacement Project	3,786			3,786		
Corporate Initiatives	7,500					7,500
Sustainable Energy Plan	159,251				159,251	
IT Related Projects	(17,724)			(8,862)	(8,862)	
Total Other City Programs	**206,065**	**685**	**38,812**	**6,945**	**150,519**	**9,104**
Total City Operations	**7,866,246**	**227,676**	**102,724**	**5,267,755**	**1,247,124**	**1,020,967**

TORONTO

APPENDIX 2(i)

2015 Council Approved Capital Budget and 2016 to 2024 Capital Plan - Excluding 2014 Carry Forward - by Program & Category

($000s)	2015 - 2024 Plan	Category				
		Health & Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
Agencies						
Exhibition Place	83,813	813	430	71,570	11,000	
GO Transit						
Sony Centre (Hummingbird)	8,293	154		7,139	1,000	
Toronto & Region Conservation Authority	169,591			167,991	1,600	
Toronto Police Service	543,057			519,713	23,344	
Toronto Port Authority						
Toronto Public Health	30,388		676	9,498	20,214	
Toronto Public Library	242,367			202,836	3	39,528
Toronto Zoo	63,535			57,321	6,214	
Yonge-Dundas Square	450			450		
Total Agencies	**1,141,494**	**967**	**1,106**	**1,036,518**	**63,375**	**39,528**
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**9,007,740**	**228,643**	**103,830**	**6,304,273**	**1,310,499**	**1,060,495**
Toronto Transit Commission (TTC)						
Toronto Transit Commission	6,645,853		481,329	5,844,317	108,046	212,161
Scarborough Subway Extention	3,409,000					3,409,000
Spadina Subway Extension	591,713					591,713
Total TTC	**10,646,566**		**481,329**	**5,844,317**	**108,046**	**4,212,874**
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**19,654,306**	**228,643**	**585,159**	**12,148,590**	**1,418,545**	**5,273,369**
RATE SUPPORTED PROGRAM						
Solid Waste Management	671,755		245,661	69,437	356,658	
Toronto Parking Authority	389,604			55,600	334,004	
Toronto Water	10,984,090	34,256	1,034,158	5,658,043	3,273,229	984,404
TOTAL RATE SUPPORTED PROGRAM	**12,045,449**	**34,256**	**1,279,819**	**5,783,080**	**3,963,891**	**984,404**
TOTAL CAPITAL PROGRAM	**31,699,755**	**262,899**	**1,864,978**	**17,948,877**	**5,382,435**	**6,252,773**

TORONTO

2015 Council Approved Capital Budget and 2016 to 2024 Capital Plan - Excluding 2014 Carry Forward
- by Program

APPENDIX 3

($000s)	Total 10 Years	2015 Budget	Plan								
			2016	2017	2018	2019	2020	2021	2022	2023	2024
Citizen Centred Services "A"											
Children's Services	41,532	4,040	6,403	6,555	4,443	3,515	3,396	4,767	3,097	2,658	2,658
Court Services	130			130							
Economic Development and Culture	142,024	24,887	13,670	13,520	12,835	12,862	12,520	12,770	12,770	13,120	13,070
Emergency Medical Services	71,123	7,685	17,360	9,630	2,257	6,606	2,285	2,980	10,700	2,450	9,170
Long Term Care Homes Services	111,604	27,140	19,990	8,690	8,690	8,690	7,727	7,727	7,650	7,650	7,650
Parks, Forestry & Recreation	1,155,819	174,134	134,365	148,567	135,167	105,718	106,624	102,619	91,827	81,496	75,302
Shelter, Support & Housing Administration	95,962	6,384	15,541	21,032	21,032	22,449	3,424	900	900	2,400	1,900
Toronto Employment & Social Services											
Total Citizen Centred Services "A"	**1,618,194**	**244,270**	**207,329**	**208,124**	**184,424**	**159,840**	**135,976**	**131,763**	**126,944**	**109,774**	**109,750**
Citizen Centred Services "B"											
City Planning	59,302	5,895	6,416	5,903	5,931	5,803	5,834	5,768	5,768	5,768	6,216
Fire Services	60,193	10,661	15,633	8,775	820	1,150	4,450	1,250	150	8,186	9,118
Transportation Services	3,809,977	338,956	371,695	433,108	428,499	411,039	410,066	416,265	406,319	342,859	341,171
Waterfront Revitalization Initiative	118,567	24,711	34,620	19,155	24,925	14,956	200				
Total Citizen Centred Services "B"	**4,138,039**	**380,223**	**428,364**	**466,941**	**460,175**	**432,948**	**420,550**	**423,283**	**412,237**	**356,813**	**356,505**
Internal Services											
Facilities Management and Real Estate	920,783	110,115	247,061	144,870	65,608	53,701	50,843	52,749	52,315	71,239	72,282
311 Toronto	27,975	4,879	6,917	2,465	1,807	3,427	1,696	1,696	1,696	1,696	1,696
Financial Services	58,047	12,553	16,101	8,262	10,095	1,281	4,550	3,505	125	375	1,200
Fleet Services	487,728	63,858	62,619	37,780	40,031	50,420	45,356	34,802	61,798	52,050	39,014
Information & Technology	409,415	59,454	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750
Total Internal Services	**1,903,948**	**250,859**	**395,885**	**239,370**	**153,327**	**146,498**	**141,886**	**125,173**	**143,729**	**156,279**	**150,942**
Other City Programs											
Accountability Offices	2,585	623	1,262							700	
City Clerk's Office	49,063	3,750	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200
Pan Am Games	1,604	1,604									
Radio Replacement Project	3,786	3,786									
Corporate Initiatives	7,500	4,500	1,500	1,500							
Sustainable Energy Plan	159,251	14,037	20,830	17,017	14,367	16,000	16,000	16,000	15,000	15,000	15,000
IT Related Projects	(17,724)	(3,544)	(3,544)	(3,544)	(3,546)	(3,546)					
Total Other City Programs	**206,065**	**24,756**	**38,434**	**18,855**	**14,171**	**15,919**	**20,005**	**20,625**	**17,900**	**18,200**	**17,200**
Total City Operations	**7,866,246**	**900,108**	**1,070,012**	**933,290**	**812,098**	**755,205**	**718,417**	**700,844**	**700,810**	**641,066**	**634,397**

TORONTO

2015 Council Approved Capital Budget and 2016 to 2024 Capital Plan - Excluding 2014 Carry Forward - by Program

APPENDIX 3

($000s)	Total 10 Years	2015 Budget	Plan								
			2016	2017	2018	2019	2020	2021	2022	2023	2024
Agencies											
Exhibition Place	83,813	5,205	4,715	4,390	4,465	5,345	11,820	11,538	11,415	12,985	11,935
GO Transit											
Sony Centre (Hummingbird)	8,293	3,563	130	81	477	350	562	687	938	753	752
Toronto & Region Conservation Authority	169,591	14,069	14,171	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,084
Toronto Police Service	543,057	43,307	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086
Toronto Public Health	30,388	3,972	3,492	3,388	3,363	3,373	3,400	3,000	2,500	2,200	1,700
Toronto Public Library	242,367	19,334	27,291	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106
Toronto Zoo	63,535	7,690	6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000
Yonge-Dundas Square	450		50	50	50	50	50	50	50	50	50
Total Agencies	**1,141,494**	**97,140**	**109,097**	**132,945**	**125,017**	**123,040**	**116,558**	**106,761**	**93,881**	**123,342**	**113,713**
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**9,007,740**	**997,248**	**1,179,109**	**1,066,235**	**937,115**	**878,245**	**834,975**	**807,605**	**794,691**	**764,408**	**748,110**
Toronto Transit Commission (TTC)											
Toronto Transit Commission	6,645,853	819,747	1,147,510	1,062,906	992,318	868,128	536,128	346,445	285,968	291,404	295,299
Scarborough Subway Extention	3,409,000	37,204	120,118	185,550	268,162	756,903	711,403	618,395	464,992	215,273	31,000
Spadina Subway Extension	591,713	145,883	445,830								
Total TTC	**10,646,566**	**1,002,834**	**1,713,458**	**1,248,456**	**1,260,480**	**1,625,031**	**1,247,531**	**964,840**	**750,960**	**506,677**	**326,299**
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**19,654,306**	**2,000,082**	**2,892,567**	**2,314,691**	**2,197,595**	**2,503,276**	**2,082,506**	**1,772,445**	**1,545,651**	**1,271,085**	**1,074,409**
RATE SUPPORTED PROGRAM											
Solid Waste Management	671,755	67,924	103,277	75,843	100,144	85,269	86,897	61,838	30,455	29,270	30,819
Toronto Parking Authority	389,604	27,928	74,447	43,485	57,312	33,439	23,068	24,297	31,027	34,659	39,942
Toronto Water	10,984,090	729,261	1,001,027	1,067,880	1,175,867	1,234,304	1,211,437	1,245,351	1,168,485	1,079,178	1,071,300
TOTAL RATE SUPPORTED PROGRAM	**12,045,449**	**825,113**	**1,178,751**	**1,187,208**	**1,333,323**	**1,353,012**	**1,321,402**	**1,331,486**	**1,229,967**	**1,143,126**	**1,142,061**
TOTAL CAPITAL PROGRAM	**31,699,755**	**2,825,195**	**4,071,317**	**3,501,899**	**3,530,918**	**3,856,288**	**3,403,908**	**3,103,932**	**2,775,618**	**2,414,211**	**2,216,470**

TORONTO

2015 Council Approved Capital Budget and 2016 to 2024 Capital Plan - Excluding 2014 Carry Forward - by Program & Funding Source

APPENDIX 4

($000s)	2015 - 2024 Budget & Plan	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Recoverable
Citizen Centred Services "A"									
Children's Services	41,532		19,819		1,199		3,507	17,007	
Court Services	130			130					
Economic Development and Culture	142,025			2,157	5,112	268	34,484	100,004	
Emergency Medical Services	71,123		14,218	15,685			3,670	37,550	
Long Term Care Homes Services	111,604				16,000			85,694	9,910
Parks, Forestry & Recreation	1,155,820		221,019	8,203	149,397		125,087	652,114	
Shelter, Support & Housing Administration	95,962				2,061			93,901	
Toronto Employment & Social Services									
Total Citizen Centred Services "A"	**1,618,196**		**255,056**	**26,175**	**173,769**	**268**	**166,748**	**986,270**	**9,910**
Citizen Centred Services "B"									
City Planning	59,302		22,050					37,252	
Fire Services	60,193		14,204	19,214	3,956			22,819	
Transportation Services	3,899,977		187,121	762,635	44,635		80,860	2,824,726	
Waterfront Revitalization Initiative	118,567		49,360		3,244			65,963	
Total Citizen Centred Services "B"	**4,138,039**		**272,735**	**781,849**	**51,835**		**80,860**	**2,950,760**	
Internal Services									
Facilities Management and Real Estate	920,783	76,843		20,770	30,000	37,170	28,639	639,586	87,775
311 Toronto	27,975			1,500				26,475	
Financial Services	58,047		1,283	549	6,301		2,244	47,670	
Fleet Services	487,728			487,728					
Information & Technology	409,415			190,639	891			217,885	
Total Internal Services	**1,903,948**	**76,843**	**1,283**	**701,186**	**37,192**	**37,170**	**30,883**	**931,616**	**87,775**
Other City Programs									
Accountability Offices	2,585							2,585	
City Clerk's Office	49,063			2,420	9,770			36,873	
Pan Am Games	1,604				165		1,232	207	
Radio Replacement Project	3,786							3,786	
Corporate Initiatives	7,500							7,500	
Sustainable Energy Plan	159,251			8,000	2,301				148,950
IT Related Projects	(17,724)							(17,724)	
Total Other City Programs	**206,065**			**10,420**	**12,236**		**1,232**	**33,227**	**148,950**
Total City Operations	**7,866,248**	**76,843**	**529,074**	**1,519,630**	**275,032**	**37,438**	**279,723**	**4,901,873**	**246,635**

TORONTO

APPENDIX 4

2015 Council Approved Capital Budget and 2016 to 2024 Capital Plan - Excluding 2014 Carry Forward - by Program & Funding Source

($000s)	2015 - 2024 Budget & Plan	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Recoverable
Agencies									
Exhibition Place	83,813						1,695	82,118	
GO Transit									
Sony Centre (Hummingbird)	8,293		300		225	550	700	6,518	
Toronto & Region Conservation Authority	169,591						135,591	34,000	
Toronto Police Service	543,057		53,388	247,617				242,052	
Toronto Public Health	30,388	676						29,712	
Toronto Public Library	242,367		62,899	580	3		25,650	153,235	
Toronto Zoo	63,535						3,535	60,000	
Yonge-Dundas Square	450							450	
Total Agencies	1,141,494	676	116,587	248,197	228	550	167,171	608,085	
(Excl.TTC)	9,007,742	77,519	645,661	1,767,827	275,260	37,988	446,894	5,509,958	246,635
Toronto Transit Commission (TTC)									
Toronto Transit Commission	6,645,853	980,464	511,664	276,948		1,643,778	277,267	2,355,732	
Scarborough Subway Extention	3,409,000	1,913,711	158,679		194,904	634,707		506,999	
Spadina Subway Extension	591,713	331,607	9,420			94,964	155,722		
Total TTC	10,646,566	3,225,782	679,763	276,948	194,904	2,373,449	432,989	2,862,731	
		2	3	4	5	6	7	8	9
TOTAL TAX SUPPORTED CAPITAL PROGRAM	19,654,308	3,303,301	1,325,424	2,644,775	470,164	2,411,437	879,883	8,372,689	246,635
RATE SUPPORTED PROGRAM									
Solid Waste Management	671,755				283,314	48,000			340,441
Toronto Parking Authority	389,604				17,500		372,104		
Toronto Water	10,984,090		570,013		10,317,423		96,654		
TOTAL RATE SUPPORTED PROGRAM	12,045,449		570,013		10,618,237	48,000	468,758		340,441
TOTAL CAPITAL PROGRAM	31,699,757	3,303,301	1,895,437	2,644,775	11,088,401	2,459,437	1,348,641	8,372,689	587,076

TORONTO

2015 Council Approved Capital Budget and 2016 to 2019 Capital Plan – Excluding 2014 Carry - by Program & Funding Source

APPENDIX 4(i)

($000s)	Total 2015 to 2019	2015 Budget	Plan				Funding Sources							
			2016	2017	2018	2019	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Recoverable
Citizen Centred Services "A"														
Children's Services	24,956	4,040	6,403	6,555	4,443	3,515		10,925		900		3,507	9,624	
Court Services	130			130					130					
Economic Development and Culture	77,774	24,887	13,670	13,520	12,835	12,862			1,457	5,062	268	18,783	52,204	
Emergency Medical Services	43,536	7,685	17,360	9,630	2,257	6,606		1,642	7,480			3,670	30,746	
Long Term Care Homes Services	75,200	27,140	19,990	8,690	8,690	8,690				8,250			55,040	9,910
Parks, Forestry & Recreation	697,951	174,134	134,365	148,567	135,167	105,718		144,355	8,203	113,746		122,587	309,061	
Shelter, Support & Housing Administration	86,438	6,384	15,541	21,032	21,032	22,449				2,061			84,377	
Toronto Employment & Social Services														
Total Citizen Centred Services "A"	**1,005,987**	**244,270**	**207,329**	**208,124**	**184,424**	**159,840**		**156,922**	**17,270**	**130,019**	**268**	**148,547**	**541,052**	**9,910**
Citizen Centred Services "B"														
City Planning	29,948	5,895	6,416	5,903	5,931	5,803		11,731					18,217	
Fire Services	37,039	10,661	15,633	8,775	820	1,150		6,998	8,476	3,956			17,609	
Transportation Services	1,983,297	338,956	371,695	433,108	428,499	411,039		113,917	359,878	29,635		56,360	1,429,509	
Waterfront Revitalization Initiative	118,367	24,711	34,620	19,155	24,925	14,956		49,360		3,244			65,763	
Total Citizen Centred Services "B"	**2,168,651**	**380,223**	**428,364**	**466,941**	**460,175**	**432,948**		**182,006**	**362,352**	**36,835**		**56,360**	**1,531,098**	
Internal Services														
Facilities Management and Real Estate	621,355	110,115	247,061	144,870	65,608	53,701	74,701		20,770	30,000	37,170	28,639	342,300	87,775
311 Toronto	19,495	4,879	6,917	2,465	1,807	3,427			1,500				17,995	
Financial Services	48,292	12,553	16,101	8,262	10,095	1,281		783	49	5,252		2,203	40,005	
Fleet Services	254,708	63,858	62,619	37,780	40,031	50,420			254,708					
Information & Technology	242,089	59,454	63,187	45,993	35,786	37,669			103,413	891			137,785	
Total Internal Services	**1,185,939**	**250,859**	**395,885**	**239,370**	**153,327**	**146,498**	**74,701**	**783**	**380,440**	**36,143**	**37,170**	**30,842**	**538,085**	**87,775**
Other City Programs														
Accountability Offices	1,885	623	1,262										1,885	
City Clerk's Office	32,833	3,750	18,386	3,882	3,350	3,465			1,930	4,970			25,873	
Pan Am Games	1,604	1,604								165		1,232	207	
Radio Replacement Project	3,786	3,786											3,786	
Corporate Initiatives	7,500	4,500	1,500	1,500									7,500	
Sustainable Energy Plan	82,251	14,037	20,830	17,017	14,367	16,000			8,000	2,301				71,950
IT Related Projects	(17,724)	(3,544)	(3,544)	(3,544)	(3,546)	(3,546)							(17,724)	
Total Other City Programs	**112,135**	**24,756**	**38,434**	**18,855**	**14,171**	**15,919**			**9,930**	**7,436**		**1,232**	**21,527**	**71,950**
Total City Operations	**4,470,712**	**900,108**	**1,070,012**	**933,290**	**812,098**	**755,205**	**74,701**	**339,711**	**770,052**	**210,433**	**37,438**	**236,981**	**2,631,762**	**169,635**

TORONTO

2015 Council Approved Capital Budget and 2016 to 2019 Capital Plan – Excluding 2014 Carry
- by Program & Funding Source

APPENDIX 4(i)

($000s)	Total 2015 to 2019	2015 Budget	Plan				Funding Sources							
			2016	2017	2018	2019	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Recoverable
Agencies														
Exhibition Place	24,120	5,205	4,715	4,390	4,465	5,345						695	23,425	
GO Transit														
Sony Centre (Hummingbird)	4,601	3,563	130	81	477	350		300		225	950	700	2,826	
Toronto & Region Conservation Authority	75,889	14,069	14,171	15,275	15,382	16,992						60,889	15,000	
Toronto Police Service	295,903	43,307	52,403	70,425	62,917	66,851		27,167	126,278				142,458	
Toronto Public Health	17,588	3,972	3,492	3,308	3,363	3,373	676						16,912	
Toronto Public Library	135,403	19,334	27,291	32,836	31,863	24,079		42,919	580	3		12,282	79,619	
Toronto Zoo	33,535	7,690	6,845	6,500	6,500	6,000						3,535	30,000	
Yonge-Dundas Square	200		50	50	50	50							200	
Total Agencies	**587,239**	**97,140**	**109,097**	**132,945**	**125,017**	**123,040**	**676**	**70,386**	**126,858**	**228**	**950**	**78,101**	**310,440**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**5,057,951**	**997,248**	**1,179,109**	**1,066,235**	**937,115**	**878,245**	**75,377**	**410,097**	**896,910**	**210,661**	**57,988**	**315,082**	**2,942,202**	**169,635**
Toronto Transit Commission (TTC)														
Toronto Transit Commission	4,890,609	819,747	1,147,510	1,067,906	992,318	865,128	614,684	302,849	817,030		806,664	148,145	2,201,237	
Scarborough Subway Extention	1,367,937	37,204	120,118	185,550	268,162	756,903	708,614	60,051		148,946	234,327		215,999	
Spadina Subway Extension	591,713	145,883	445,830				331,607	9,420			94,964	155,722		
Total TTC	**6,850,259**	**1,002,834**	**1,713,458**	**1,248,456**	**1,260,480**	**1,625,931**	**1,654,905**	**372,320**	**817,030**	**148,946**	**1,135,955**	**303,867**	**2,417,236**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**11,908,210**	**2,000,082**	**2,892,567**	**2,314,691**	**2,197,595**	**2,503,276**	**1,730,282**	**782,417**	**1,713,940**	**359,607**	**1,173,943**	**618,949**	**5,359,438**	**169,635**
RATE SUPPORTED PROGRAM														
Solid Waste Management	432,457	67,924	103,277	75,843	100,144	85,269				175,488	28,000			228,969
Toronto Parking Authority	236,611	27,928	74,447	43,485	57,312	33,439				6,000		230,611		
Toronto Water	5,208,339	729,261	1,001,027	1,067,880	1,175,867	1,234,304		293,558		4,854,476		60,305		
TOTAL RATE SUPPORTED PROGRAM	**5,877,407**	**825,113**	**1,178,751**	**1,187,208**	**1,333,323**	**1,353,012**	**-**	**293,558**	**-**	**5,035,964**	**28,000**	**290,916**	**-**	**228,969**
TOTAL CAPITAL PROGRAM	**17,785,617**	**2,825,195**	**4,071,317**	**3,501,899**	**3,530,918**	**3,856,288**	**1,730,282**	**1,075,975**	**1,713,940**	**5,395,571**	**1,201,943**	**909,865**	**5,359,438**	**398,604**

TORONTO

2020 to 2024 Council Approved Capital Plan – Excluding 2014 Carry Forward – by Program & Funding Source

APPENDIX 4(ii)

($000s)	Total 2020 to 2024	Plan					Funding Sources							
		2020	2021	2022	2023	2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Recoverable
Citizen Centred Services "A"														
Children's Services	16,576	3,396	4,767	3,097	2,658	2,658		8,894		299			7,383	
Court Services														
Economic Development and Culture	64,250	12,520	12,770	12,770	13,120	13,070			700	50		15,700	47,800	
Emergency Medical Services	27,585	2,285	2,980	10,700	2,450	9,170		7,741	8,205				11,639	
Long Term Care Homes Services	38,404	7,727	7,727	7,650	7,650	7,650				7,750			30,654	
Parks, Forestry & Recreation	457,868	106,624	102,619	91,827	81,496	75,302		76,664		35,651		2,500	343,053	
Shelter, Support & Housing Administration	9,524	3,424	900	900	2,400	1,900							9,524	
Toronto Employment & Social Services														
Total Citizen Centred Services "A"	**614,207**	**135,976**	**131,763**	**126,944**	**109,774**	**109,750**		**93,299**	**8,905**	**43,750**		**18,200**	**450,053**	
Citizen Centred Services "B"														
City Planning	29,354	5,834	5,768	5,768	5,768	6,216		10,319					19,035	
Fire Services	23,154	4,450	1,250	150	8,186	9,118		7,206	10,738				5,210	
Transportation Services	1,916,680	410,066	416,265	406,319	342,859	341,171		73,204	408,759	15,000		24,500	1,395,217	
Waterfront Revitalization Initiative	200	200											200	
Total Citizen Centred Services "B"	**1,969,388**	**420,550**	**423,283**	**412,237**	**356,813**	**356,505**		**90,729**	**419,497**	**15,000**		**24,500**	**1,419,662**	
Internal Services														
Facilities Management and Real Estate	299,428	50,843	52,749	52,315	71,239	72,282	2,142						297,286	
311 Toronto	8,480	1,696	1,696	1,696	1,696	1,696							8,480	
Financial Services	9,755	4,550	3,505	125	375	1,200							7,665	
Fleet Services	233,020	45,356	34,802	61,798	52,050	39,014		500	500	1,090				
Information & Technology	167,326	39,441	32,421	27,795	30,919	36,750			233,020					
Total Internal Services	**718,009**	**141,886**	**125,173**	**143,729**	**156,279**	**150,942**			87,226				80,100	
							2,142	**500**	**320,746**	**1,090**			**393,531**	
Other City Programs														
Accountability Offices	700				700									
City Clerk's Office	16,230	4,005	4,625	2,900	2,500	2,200							700	
Pan Am Games									430	4,800			11,000	
Radio Replacement Project														
Corporate Initiatives														
Sustainable Energy Plan	77,000	16,000	16,000	15,000	15,000	15,000								
IT Related Projects														77,000
Total Other City Programs	**93,930**	**20,005**	**20,625**	**17,900**	**18,200**	**17,200**			**430**	**4,800**			**11,700**	**77,000**
Total City Operations	**3,395,534**	**718,417**	**700,844**	**700,810**	**641,066**	**634,397**	**2,142**	**184,528**	**749,578**	**64,640**		**42,700**	**2,274,946**	**77,000**

TORONTO

2020 to 2024 Council Approved Capital Plan – Excluding 2014 Carry Forward
- by Program & Funding Source

APPENDIX 4(ii)

($000s)	Total 2020 to 2024	Plan					Funding Sources							
		2020	2021	2022	2023	2024	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Debt Recoverable
Agencies														
Exhibition Place	59,693	11,820	11,538	11,415	12,985	11,935						1,000	58,693	
GO Transit														
Sony Centre (Hummingbird)	3,692	562	687	938	753	752							3,692	
Toronto & Region Conservation Authority	93,702	17,104	17,219	17,337	20,958	21,084						74,702	19,000	
Toronto Police Service	247,154	57,986	44,399	30,932	58,351	55,486		26,221	121,339				99,594	
Toronto Public Health	12,800	3,400	3,000	2,500	2,200	1,700							12,800	
Toronto Public Library	106,964	20,236	23,868	24,709	22,045	16,106		19,980				13,368	73,616	
Toronto Zoo	30,000	6,000	6,000	6,000	6,000	6,000							30,000	
Yonge-Dundas Square	250	50	50	50	50	50							250	
Total Agencies	**554,255**	**116,558**	**106,761**	**93,881**	**123,342**	**113,713**		**46,201**	**121,339**			**89,070**	**297,645**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl TTC)	**3,949,789**	**834,975**	**807,695**	**794,691**	**764,408**	**748,110**	**2,142**	**230,729**	**870,917**	**64,640**		**131,770**	**2,572,591**	**77,000**
Toronto Transit Commission (TTC)														
Toronto Transit Commission	1,755,244	536,128	346,445	285,968	291,404	295,299	365,780	208,813	59,917		837,114	129,122	154,496	
Scarborough Subway Extention	2,641,063	711,403	618,395	464,992	215,273	31,000	1,205,097	98,628		45,958	400,380		291,000	
Spadina Subway Extension														
Total TTC	**3,796,307**	**1,247,531**	**964,840**	**750,960**	**506,677**	**326,299**	**1,570,877**	**307,443**	**59,917**	**45,958**	**1,237,494**	**129,122**	**445,496**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**7,746,096**	**2,082,506**	**1,772,445**	**1,545,651**	**1,271,085**	**1,074,409**	**1,573,019**	**538,172**	**930,834**	**110,598**	**1,237,494**	**260,892**	**3,018,087**	**77,000**
RATE SUPPORTED PROGRAM														
Solid Waste Management	239,298	86,897	61,838	30,455	20,289	30,819				107,826	20,000			111,472
Toronto Parking Authority	152,093	23,068	24,297	31,027	34,659	39,042				11,000		141,993		
Toronto Water	5,775,751	1,211,437	1,245,351	1,168,485	1,079,178	1,071,300		276,455		5,462,947		36,349		
TOTAL RATE SUPPORTED PROGRAM	**6,168,042**	**1,321,402**	**1,331,486**	**1,229,967**	**1,143,126**	**1,142,061**	**-**	**276,455**	**-**	**5,581,773**	**20,000**	**178,342**	**-**	**111,472**
TOTAL CAPITAL PROGRAM	**13,914,138**	**3,403,908**	**3,103,932**	**2,775,618**	**2,414,211**	**2,216,470**	**1,573,019**	**814,627**	**930,834**	**5,692,371**	**1,257,494**	**439,234**	**3,018,087**	**188,472**

Operating & Capital Budget Summaries for City Programs and Agencies:

Human and Social Services

Affordable Housing Office
2015 OPERATING BUDGET OVERVIEW

The total cost to deliver this Program to Toronto residents in 2015 is $2.764 million gross and $1.195 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	2,743.2	2,764.3	21.1	0.8%
Gross Revenues	1,548.4	1,569.5	21.1	1.4%
Net Expenditures	**1,194.8**	**1,194.8**	**0.0**	**0.0%**

Entering into 2015, AHO was facing a base pressure of $0.021 million net due primarily to cost of inflation and cost of living for staff. Through savings from a line by line expenditure review and base revenue changes, the Program was able to fully offset these pressures in 2015.

2015 Operating Budget Overview

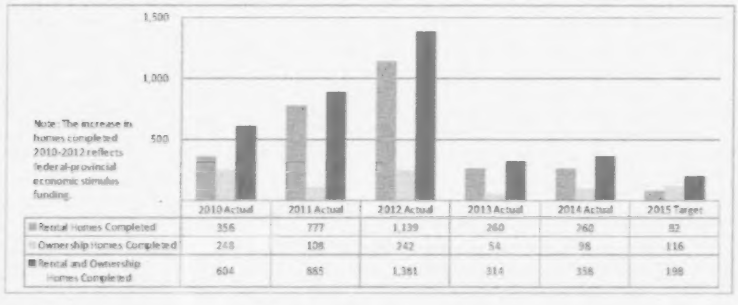
The Affordable Housing Office (AHO) is responsible for the stewardship of Federal, Provincial and City investments and incentives to create and maintain safe, affordable housing for lower-income residents, and to develop innovative housing solutions through policy and partnerships, supporting *Housing Opportunities Toronto, An Affordable Housing Action Plan 2010-2020.*

Fast Facts

- 4,147 affordable rental and ownership homes for lower-income residents being developed, repaired or modified in 2014.
- Throughout the project lifecycle, AHO's administrative oversight for the above homes created approximately 4,111 jobs.
- The number of major, Council-approved housing policy and partnership initiatives administered by the AHO in 2015 increased by 43% from 2012.

Trends:

New Affordable Homes Completed 2010 - 2015



- New affordable housing completions peaked in 2012 due to additional one-time Federal-Provincial economic stimulus funding. Reduced volume since then reflects declining levels of government funding.
- In 2015, 198 rental and ownership homes are expected to be completed which is lower than previous years due to a decline in federal-provincial funding, with a peak in 2012 that included additional economic stimulus funding.

2014 Key Service Accomplishments

Actions on Affordable Housing Policy and Partnerships

- Initiated Toronto's first supportive housing for young women who are victims of human trafficking, in conjunction with TCH, through the AHO report "Creating Housing for Youth Victims of Human Trafficking".
- Continued to implement recommendations included in the Council-approved report, "Putting People First-Transforming Toronto Community Housing". Supported the City Manager working with TCHC and Shelter, Support & Housing Administration to generate new revenue for social housing repairs as part of TCH's 10-year capital repair financing plan.
- Continued to manage, in conjunction with TCH, the Close the Housing Gap advocacy campaign designed to persuade the Federal and Provincial governments to maintain and increase social housing funding.
- Worked with Economic Development and Culture to report to Council on neighbourhood revitalization through the Weston Community/Cultural Hub to include 26 live/work units for artists.
- Continued to implement the affordable housing recommendations of the Toronto Seniors Strategy.
- Assisted Build Toronto (BT) to create a 2-3 year Funding Allocation under the Memorandum of Understanding between the AHO and BT, identifying sites for affordable housing partnerships.
- Continued with implementation and advocacy regarding the "Housing Makes Economic Sense" private-sector roundtable

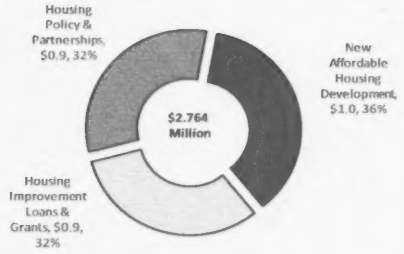
Our Service Deliverables for 2015

The Affordable Housing Office supports the goals of *Housing Opportunities Toronto, an Affordable Housing Action Plan 2010-2020* (HOT) by delivering affordable housing services to the public in 3 key areas. The 2015 Operating Budget will enable the program to:

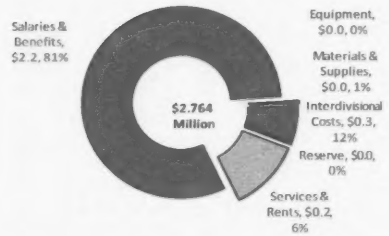
- Provide financial stewardship of $110 million in Federal, Provincial and City investments, leveraging some $205 million from the private/non-profit sectors, to support 1,366 new affordable rental and ownership homes under development in 2015.
- Provide financial stewardship of $13 million in Federal-Provincial Investment in Affordable Housing funding for essential repairs and modifications.
- The above funding will assist 2,610 lower-income households (including seniors and persons with disabilities) – 167 homeowners and 2,443 tenant households in aging apartment buildings and rooming houses, reducing pressure on health and social support systems.
- Develop and implement Council-approved policies/ programs, including *Housing Opportunities Toronto* (with City partners); deliver a mid-term HOT review and consultation; and support the City Manager in implementing *Putting People First* and *Close the Housing Gap* campaign.

Where the money goes:

2015 Budget by Service
$2.764 Million

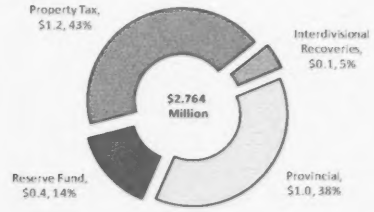

Housing Policy & Partnerships, $0.9, 32%
New Affordable Housing Development, $1.0, 36%
$2.764 Million
Housing Improvement Loans & Grants, $0.9, 32%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- The current Investment in Affordable Housing (IAH) Program expires in 2015 and is the primary revenue source for the Program. Sustainable Federal/Provincial funding support is necessary for the delivery of affordable housing in future years.
  - ✓ In 2014, the Federal and Provincial governments renewed the Investment in Affordable Housing for Ontario (IAH) (2014 Extension) program 2014 to 2020.
  - ✓ In December 2014, the Province announced the City of Toronto's funding allocation in the amount of $197.078 million over the six-year term of the program.
  - ✓ Among 3 program components, the spending priorities for the extended IAH program will be developed by the program as authorized by City Council in June 2014 and reported to Council in 2015.
- AHO will continue to implement major strategic policies in 2015, including a review of *Housing Opportunities Toronto,* implementation of *Putting People First* and *Close the Housing Gap* campaign.

2015 Operating Budget Highlights

The 2015 Operating Budget for the Affordable Housing Office of $1.195 million net is equivalent to the 2014 Approved Net Operating Budget and will maintain 2014 Service Levels.

Base pressures include funding for inflation and cost of living increases for staff which were offset by a reduction in program expenditures through line by line review savings and an increase in Federal/Provincial funding to achieve a balanced budget.

Affordable Housing Office

To enhance the health of Toronto's people, neighbourhoods, economy and environment by delivering funding and incentives, and by developing innovative housing solutions, to create and maintain safe, affordable, rental and ownership housing for lower-income residents. This will be accomplished by:

- Delivering federal, provincial and city affordable housing programs by working with the private and non-profit sectors to develop and maintain affordable rental and ownership housing, revitalize communities and create employment.
- Working with Shelter, Support & Housing Administration as Municipal Service Manager and with other City Divisions to ensure the effective and efficient use of city, provincial and federal investments, in line with city priorities and other legislative and policy frameworks such as *Housing Opportunities Toronto: An Affordable Housing Action Plan 2010 – 2020*.
- Supporting the City Manager and Deputy City Manager in providing strategic intergovernmental relations advice on housing and homelessness issues.

New Affordable Housing Development

Purpose:

To facilitate the development of new affordable, supportive and transitional housing for lower-income residents and create jobs through construction, conversion and community revitalization.

To assist lower-income residents to purchase a new, affordable home by delivering the City's Home Ownership Assistance Program (HOAP) and federal-provincial affordable home ownership funding.

To create affordable housing by delivering city, provincial and federal funding and incentives, pursuing innovative strategies and providing advisory services.

Housing Policies & Partnerships

Purpose:

To develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors, e.g., private-sector housing roundtable report *Housing Makes Economic Sense*.

To ensure effective and efficient use of city, provincial and federal affordable housing funding and incentives in line with city priorities and other legislative and policy frameworks including *Housing Opportunities Toronto - An Affordable Housing Action Plan 2010-2020*.

To support the City Manager and Deputy City Manager in providing strategic intergovernmental relations and other advice on housing and homelessness issues such as *Putting People First*.

Housing Improvement Loans & Grants

Purpose:

To support lower-income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities through housing improvement loans and grants.

To facilitate essential housing health and safety repairs and modifications by delivering the Toronto Renovates program with federal-provincial funds.

Service Customer

New Affordable Housing Development

- Lower-income renters
- Private and non-profit housing developers
- Private sector and community organizations
- City Agencies, Boards and Divisions
- Federal and provincial governments

Housing Policies & Partnerships

- Lower-income residents
- Private sector and community organizations
- City Agencies, Boards & Divisions
- Federal and provincial governments

Housing Improvement Loans & Grants

- Lower-income homeowners and renters

Seniors and persons with disabilities

Private apartment landlords

Federal and provincial governments

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
New Affordable Housing Development											
Gross Expenditures	995.2	977.0	1,004.3		1,004.3	9.1	0.9%	3.6	0.4%	4.0	0.4%
Revenue	597.5	578.2	606.2		606.2	8.7	1.4%				
Net Expenditures	397.6	398.8	398.1		398.1	0.5	0.1%	3.6	0.9%	4.0	1.0%
Housing Improvement Loans & Grants											
Gross Expenditures	871.3	855.4	879.9		879.9	8.7	1.0%	3.6	0.4%	4.0	0.4%
Revenue	474.9	459.5	481.1		481.1	6.2	1.3%				
Net Expenditures	396.4	395.8	398.8		398.8	2.4	0.6%	3.6	0.9%	4.0	1.0%
Housing Policy & Partnerships											
Gross Expenditures	876.7	860.7	880.0		880.0	3.3	0.4%	3.6	0.4%	4.0	0.5%
Revenue	475.9	460.5	482.2		482.2	6.2	1.3%				
Net Expenditures	400.8	400.2	397.9		397.9	(2.9)	(0.7%)	3.6	0.9%	4.0	1.0%
Total											
Gross Expenditures	2,743.2	2,693.1	2,764.3		2,764.3	21.1	0.8%	10.8	0.4%	12.0	0.4%
Revenue	1,548.4	1,498.3	1,569.5		1,569.5	21.1	1.4%				
Total Net Expenditures	1,194.8	1,194.8	1,194.8		1,194.8	(0.0)	(0.0%)	10.8	0.9%	12.0	1.0%
Approved Positions	19.0	19.0	19.0		19.0						

Note: 2014 Actual Expenditures are System Generated

The 2015 Operating Budget for the Affordable Housing Office (AHO) of $2.764 million gross and $1.195 million net is equivalent to the 2014 Approved Budget.

- Base pressures, common to all three services provided by AHO, are due mainly to the contractual inflationary cost increase related to salary and benefits totaling $0.015 million and inflationary increases in interdepartmental charges of $0.007 million.
- The above pressures were offset by line by line review savings of $0.001 million net across all services. Other adjustments include revenue increases of $0.019 million which represents additional Federal/Provincial funding for the administration of the IAH program and an inflationary increase in interdepartmental Recoveries of $0.002 million which is specific to the *New Affordable Housing Development* service.
- The 2016 and 2017 Plans reflect the inflationary cost increases for progression pay, step and fringe benefits. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

Approval of the 2015 Operating Budget will result in no change to the Affordable Housing Office's approved staff complement of 19.0 positions, as highlighted in Table 2 on the next page:

Table 2

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Fringe Benefits	3.0		3.0			3.1		3.1		
Progression Pay & Step Increases	7.8		7.8			8.9		8.9		
Sub-Total	10.8		10.8			12.0		12.0		
Total Incremental Impact	10.8		10.8			12.0		12.0		

Known Impacts

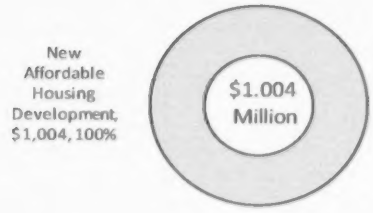
- Progression pay, step and fringe benefits will result in an incremental pressure of $0.011 million in 2016 and $0.012 million in 2017. Since 2016 is a collective bargaining year, no estimate for the cost of living allowance is included.

New Affordable Housing Development

New Affordable Housing Development

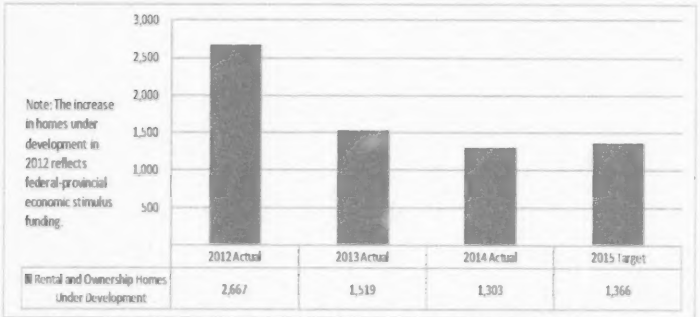
- Facilitate the development of new affordable, supportive and transitional housing for lower-income residents and create jobs through construction, conversion and community revitalization.
- Assist lower-income residents to purchase new affordable homes by delivering the City's Home Ownership Assistance Program (HOAP) and Federal-Provincial affordable home ownership funding.
- Create affordable housing by delivering Federal, Provincial and City funding and incentives, pursuing innovative strategies and providing advisory services.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

Number of new affordable rental & ownership homes under development based on available funding



- In 2014, AHO provided financial stewardship for 1,303 affordable rental and ownership homes that were under development as part of the multi-year lifecycle of each project.
- The number of homes under development is expected to reach 1,366 in 2015.

Note: As the AHO has financial stewardship for projects throughout the 2-4 year lifecycle of the development process, the above chart is not cumulative and does not represent the total # of units completed each year. A chart detailing those numbers is provided on Page 2.

2015 Service Levels
New Affordable Housing Development

		Approved Service Levels			Recommended
Activity Type	Status	2012	2013	2014	2015
Development of New Affordable Housing through Construction, Conversion and Intensification	Approved	Funding disbursed within prescribed guidelines leading to completion of new homes 100% of the time, achieving annual targets according to available funding	Funding disbursed 100% of the time within prescribed guidelines leading to completion of new affordable homes achieving annual targets according to available funding Note: Federal/Provincial funding is now provided under the new Investment in Affordable Housing (IAH) Program	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence Federal/Provincial funding is provided through the investment in Affordable Housing (IAH) Program	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence Federal/Provincial funding is provided through the investment in Affordable Housing (IAH) Program **which has been renewed 2014-2020.**
Housing Advisory & Consultation Services, Sometimes Fee-based, to Other Orders of Government and Other Partners	Approved	Service delivered within prescribed requirements to satisfaction of clients	Service delivered within prescribed requirements to satisfaction of clients		
Implementation of Special Council & Committee Directives	Approved	Special directives implemented to prescribed requirements to	Special directives implemented to prescribed requirements to satisfaction of council and committees		

Housing Improvement Loans and Grants

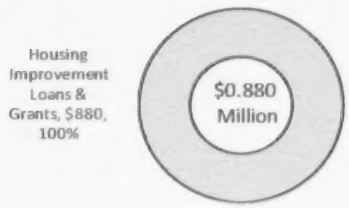
Service Performance

Housing Improvement Loans and Grants

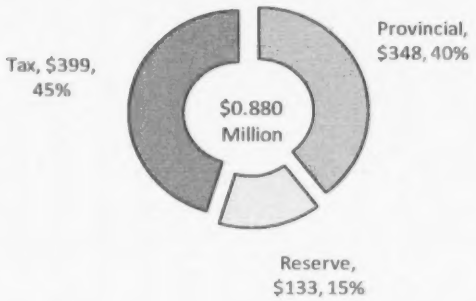
What We Do

- Support lower-income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities through housing improvement loans and grants while also creating private-sector jobs.
- Facilitate essential health, safety and accessibility repairs and modifications by delivering the Toronto Renovates program with Federal-Provincial funds.

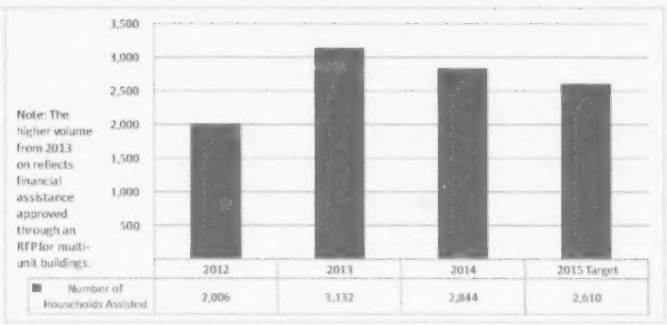
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of households assisted through loans & grants being administered for essential health, safety & accessibility repairs/modifications



- The AHO provided administrative oversight in 2014 for essential health, safety and accessibility repairs and modifications benefitting 2,844 households.
- In 2015 the projected level is 2,610.

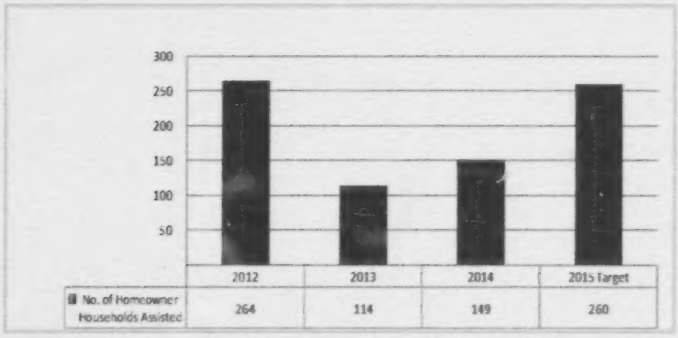
2015 Service Levels

Housing Improvement Loans and Grants

Activity Type	Status	Approved Service Levels			Recommended
		2012	2013	2014	2015
Loans and grants to private landlords and home owners who are lower income seniors & persons with disabilities	Approved	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or modification of homes achieving annual targets according to available funding	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or accessibility modification of homes achieving annual targets according to available funding. Note: The Toronto Renovates component of the new Federal-Provincial investment in Affordable Housing (AH) funding program replaces RRAP & HASI. The service for private homeowners (formerly under RRAP) supports low-income homeowners, either seniors or persons living with disabilities, to remain in their homes. The AHO is responsible for direct administration of this funding and is establishing program guidelines in 2012.	100% of Federal, Provincial & City funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the investment in Affordable Housing (AH) Program.	100% of Federal/Provincial funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the investment in Affordable Housing (AH) Program which has been renewed 2014-2020.
Loans for Private Apartments and Rooming Houses Rented at or Below 100% AMR	Approved	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or modification of homes achieving annual targets according to available funding	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or modification of homes achieving annual targets according to available funding. Note: The Toronto Renovates component of the new Federal-Provincial investment in Affordable Housing (AH) funding program replaces RRAP & HASI. The service for Private Apartments (formerly under RRAP) supports renovations to rental housing for low-income tenants. The AHO is responsible for direct administration of this funding and is establishing program guidelines in 2012.		
Accessibility Grants for Low-Income Seniors & Persons with Disabilities	Approved	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or modification of homes achieving annual targets according to available funding	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or modification of homes achieving annual targets according to available funding. Note: The Toronto Renovates component of the new Federal-Provincial investment in Affordable Housing (AH) funding program replaces RRAP & HASI. The provision of accessibility grants for seniors and persons with disabilities (formerly under HASI) supports accessibility modifications for low-income residents. The AHO is responsible for direct administration of this funding and is establishing program guidelines in 2012.		

Service Performance

Output Measure – Homeowner households assisted through essential repairs and modifications completed in 2012-2015



- The AHO provides administrative oversight for essential health, safety and accessibility repairs and modifications.
- In 2014, 149 single family homeowners benefitted from repairs or modifications completed and in 2015 it is expected to increase to 260.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Housing Improvement Loans & Grants	871.3	880.3	(0.4)	879.9	8.7	1.0%		879.9	8.7	1.0%	3.6	0.4%	4.0	0.4%
Total Gross Exp.	871.3	880.3	(0.4)	879.9	8.7	1.0%		879.9	8.7	1.0%	3.6	0.4%	4.0	0.4%
REVENUE														
Housing Improvement Loans & Grants	474.9	474.9	6.2	481.1	6.2	1.3%		481.1	6.2	1.3%				
Total Revenues	474.9	474.9	6.2	481.1	6.2	1.3%		481.1	6.2	1.3%				
NET EXP.														
Housing Improvement Loans & Grants	396.4	405.4	(6.6)	398.8	2.4	0.6%		398.8	2.4	0.6%	3.6	0.9%	4.0	1.0%
Total Net Exp.	396.4	405.4	(6.6)	398.8	2.4	0.6%		398.8	2.4	0.6%	3.6	0.9%	4.0	1.0%
Approved Positions	6.0	6.0		6.0				6.0						

The 2015 Operating Budget for Housing Improvement Loans and Grants of $0.880 million gross and $0.399 million net is $0.002 million or 0.6% over the 2014 Approved Net Budget.

The ***Housing Improvement Loans and Grants Service*** supports lower income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities by:

Providing housing improvement loans and grants; and

Facilitating essential housing health, safety and accessibility repairs and modifications though the Toronto Renovates program with Federal-Provincial funds.

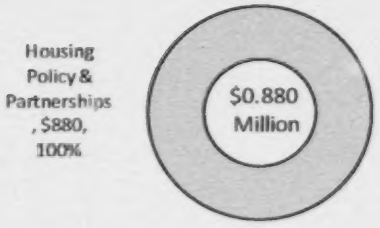
- Base budget pressures of $0.009 million, arising from to inflationary cost increases related to salary and benefits and interdepartmental charges, were partially offset by line by line review savings of $0.0004 million and revenue changes of $0.006 million representing Federal/Provincial funding for the administration of the IAH program.

Housing Policy and Partnerships

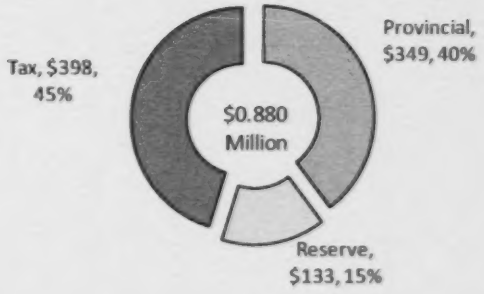
What We Do

- Develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors.
- Ensure effective and efficient use of Federal, Provincial and City affordable housing funding and incentives in line with city priorities and other legislative and policy frameworks.
- Support the City Manager and DCM in providing strategic intergovernmental relations and other advice on housing and homelessness issues.
- Support delivery of the affordable home ownership program.

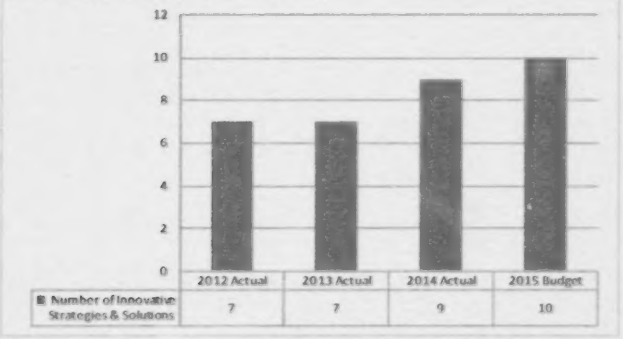
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of major innovative housing policy strategies and solutions being developed or implemented



- Major policy initiatives and housing solutions developed steadily increased by 29% in 2012 to 2014, with another 11% increase projected in 2015.
- New initiatives being developed include: Creating housing for youth victims of human trafficking, neighbourhood revitalization through the Weston Community/Cultural Hub and conducting a mid-term review, including a consultation, in 2015 of the City's 10-year housing plan *Housing Opportunities Toronto*.

2015 Service Levels

Housing Policy and Partnerships

Activity Type	Status	Approved Service Levels			Recommended
		2012	2013	2014	2015
Policies, Plans, Programs, Agreements, Partnerships, Funding & Special Council & Committee Directives	Approved	100% of the time authorized policies, plans, programs, agreements & special Council & Committee directives developed, implemented and maintained according to required parameters, high standards of best practices and where applicable achieving annual targets according to available funding.	100% of the time authorized policies, plans, programs, agreements & special Council & Committee directives developed, implemented and maintained according to required parameters, high standards of best practices and where applicable achieving annual targets according to available funding. Note: This includes development of policies and implementation of Housing Opportunities Toronto (HOT), the Home Ownership Assistance Program and Toronto Renovates.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT). Federal/Provincial funding is provided through the investment in Affordable Housing (IAH) Program.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT). Federal/Provincial funding is provided through the investment in Affordable Housing (IAH) Program **which has been renewed 2014-2020.**
Partnerships / Relationships Developed / Maintained	Approved	100% of the time excellent partnerships/relationships maintained with the federal & provincial governments, affordable housing developers and private sector & community groups to assist in the implementation of HOT strategies & recommendations and Council & Committee directives, including funding decisions.	100% of the time excellent partnerships/relationships maintained with the federal & provincial governments, affordable housing developers and private sector & community groups to assist in the implementation of HOT strategies & recommendations and Council & Committee directives, including funding decisions.		
Financial stewardship of program funding	Approved	100% of funded developments or programs to be reviewed as being cost-effective and financially sound according to program requirements with quarterly reporting on federal-provincial programs.	100% of funded developments or programs to be reviewed as being cost-effective and financially sound according to program requirements with quarterly reporting on federal-provincial programs.		

2015 Service Budget by Activity

($000s)	2014 Approved Budget $	2015 Operating Budget: Base Budget $	Service Changes $	2015 Base $	Base Budget vs. 2014 Budget $	% Change %	New/ Enhanced $	2015 Budget $	2015 Budget vs. 2014 Budget $	%	Incremental Change: 2016 Plan $	%	2017 Plan $	%
GROSS EXP.														
Housing Policy & Partnerships	876.7	880.4	(0.4)	880.0	3.3	0.4%		**880.0**	3.3	0.4%	3.6	0.4%	4.0	0.5%
Total Gross Exp.	876.7	880.4	(0.4)	880.0	3.3	0.4%		**880.0**	3.3	0.4%	3.6	0.4%	4.0	0.4%
REVENUE														
Housing Policy & Partnerships	475.9	475.9	6.2	482.2	6.2	1.3%		**482.2**	6.2	1.3%				
Total Revenues	475.9	475.9	6.2	482.2	6.2	1.3%		**482.2**	6.2	1.3%				
NET EXP.														
Housing Policy & Partnerships	400.8	404.5	(6.6)	397.9	(2.9)	(0.7%)		**397.9**	(2.9)	(0.7%)	3.6	0.9%	4.0	1.0%
Total Net Exp.	400.8	404.5	(6.6)	397.9	(2.9)	(0.7%)		**397.9**	(2.9)	(0.7%)	3.6	0.9%	4.0	1.0%
Approved Positions	6.0	6.0		6.0				**6.0**						

The 2015 Operating Budget for Housing Policy and Partnerships of $0.880 million gross and $0.398 million net is $0.003 million or 0.7% under the 2014 Approved Net Budget.

The ***Housing Policy and Partnerships Service*** develops, promotes, leads and leverages innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors while ensuring effective and efficient use of Federal, Provincial and City affordable housing funding and incentives. The service also supports the City Manager and Deputy City Manager with intergovernmental relations and advice on housing and homelessness issues and supports the AHO's other services.

- Base budget pressures of $0.004 million net, arising from inflationary cost increases related to salary and benefits and interdepartmental charges were more than offset by a line by line review savings of $0.0004 million and revenue changes of $0.006 million representing Federal/Provincial funding for the administration of the IAH program.

Children's Services

2015 OPERATING BUDGET OVERVIEW

The total cost to deliver Children's Services to Toronto residents in 2015 is $452.405 million gross and $76.716 million net as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	421,733.2	452,404.6	30,671.4	7.3%
Gross Revenues	345,016.8	375,688.2	30,671.4	8.9%
Net Expenditures	**76,716.4**	**76,716.4**	**0.0**	**0.0%**

For 2015, Children's Services faced a base pressure of $26.231 million gross, including inflationary increases for salary and benefits, as well as cost-of-living adjustment for purchased child care which was fully offset by line by line review savings, purchased child care expenditure adjustments per actual experience and base revenue changes The 2015 budget includes an additional $20.528 million for the Provincial Wage Subsidy increase fully funded by the Province.

Funding of $0.535 million is included for a new Toronto Early Learning Child and Care Centre (TELCCC) with 36 new spaces, scheduled to open in July 2015, and $1.070 million in enhanced funding to address new legislated reporting requirements as well

2015 Operating Budget Overview

Toronto Children's Services promotes access to high quality early learning, and provides child care and supports for families through a well-planned and managed system.

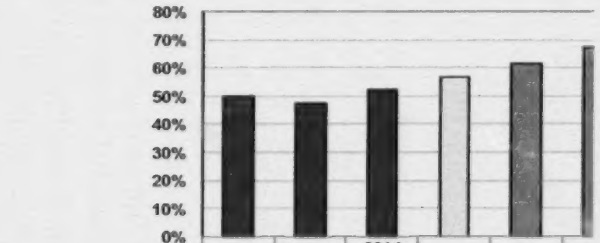
All families in Toronto benefit from a range of services that promote healthy child development and family well-being.

Fast Facts

- 53 Toronto Early Learning and Child Care Centres, including 1 new centre opening in the summer of 2015, directly operated by the City that will add 36 new spaces.
- 4 district offices to manage service delivery.
- Children's Services is the system manager responsible for child care delivery across the City and oversees 61,640 licensed grpup spaces, and 25,116 fee subsidized. An additional 3,100 spaces are available through licensed home child care agencies.
- There are currently 17,000 children on the waitlist, down from 19,000 in 2013 as a result of increased Provincial funding.

Trends:

% of Wards Meeting Equity Targets



- Child care subsidies are available to low-income families across the City, regardless of where the family resides. The purpose of the ward equity target is to ensure eligible families have equitable access to a child care subsidy.
- One of the goals of the Child Care Service Plan is to improve geographic equity across wards, so that all are within 10% equity.
- The percentage of wards meeting the equity target has marginally increased from 50% in 2012 to 52.5% in 2014, and is expected to increase to 67.7% by 2017.

2014 Key Service Accomplishments

In 2014, Children's Services accomplished the following:

- ✓ Increased number of licensed child care spaces in the Toronto system by 16% and fee subsidies by 668, or 2.8%;
- ✓ Implemented the validated Early Learning and Care Assessment for Quality Improvement (ELCAQI) tool and provided training on the tool to 1,900 participants and support visits to 300 child care operators;
- ✓ Enhanced partnerships to support Aboriginal families wishing to access high quality, culturally specific, early learning and care services;
- ✓ Completed extensive community, intergovernmental and stakeholder engagement on the 2015-2019 Service Plan, development of the new child care funding model, Special Needs, Home Child Care, and Systems Planning; and
- ✓ Opened newly renovated Kipling Early Learning and Care Centre, adding 36 child care spaces.

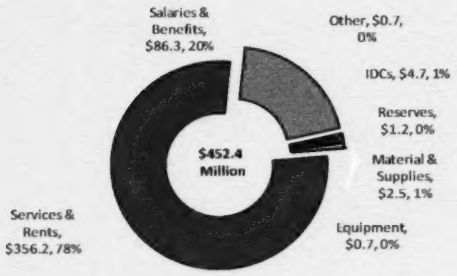
Our Service Deliverables for 2015

- Children's Services is responsible for managing Toronto's Child Care system in accordance with the Council approved Child Care Service Plan and Provincial guidelines.
- The 2015 Operating Budget will fund the delivery of the following:
- an average of 25,116 child care subsidies;
- 664 contracted child care centres with contracts for fee subsidy;
- 9 home child care agencies with fee contracts for subsidy;
- 68 additional child care centres with contracts for wage subsidy and wage improvement;
- 53 Toronto Early Learning and Child Care centres, and 1 home child care agency;
- 21 programs for children with special needs;
- 45 family support programs;
- 34 summer day programs; and
- 38 After School and Recreation Programs (ARC).

Where the money goes:

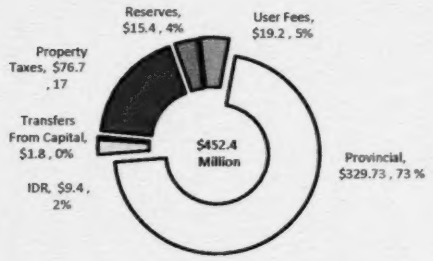
2015 Budget by Service
$424.5 Million

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Significant demand for increased child care spaces and subsidies** - The demand for child care subsidies continue to grow and has been further augmented by the implementation of full-day kindergarten (FDK) which will be fully implemented by 2015.
  - ✓ In 2015, Children's Services will bring forward the **2015-2019 Service Plan**, which will address, among other things, the on-going modernization of child care, expanding age appropriate programs for children aged 6-12 and a capital strategy to ensure the availability of community based child care spaces.
  - ✓ Explore options to expand the After School Recreation and Care (ARC) Program in partnership with Parks, Forestry and Recreation as part of Middle Childhood Implementation Plan.
- **Funding the child care system modifications in response to changes in legislative requirements and an increase in service demand.**
  - ✓ Funding of $1.070 million is included as an Enhanced Priority, namely, Service System Management, to help manage pressures created by the expanded child care system and from significant Provincial policy and legislative changes, including resources needed to implement a new child care funding model.

2015 Operating Budget Highlights

The 2015 Operating Budget for Children's Services of $76.716 million net is equivalent to the 2014 Approved Net Budget.

- ✓ The Program was able to achieve a balanced budget through line by line review savings as well as increased provincial revenues.
- ✓ Funding of $3.317 million included to increase child care subsidies from 24,932 spaces to 25,116, an increase of 184 subsidies included as an enhanced priority.
- ✓ Funding of $1.070 million is included for 1 key enhanced priority, namely, Service System Management that will enable the Program to better manage the pressures emerging from the expanding child-care system as well as on-going changes to the Provincial legislations that require enhanced reporting.

Program Map

Children's Services

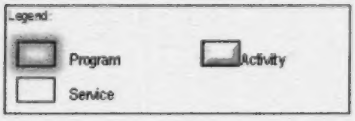
The Children's Services Program is the service system manager of childcare within Toronto. In partnership with the community, the program promotes equitable access to high quality care for children and support for families and caregivers. An integrated approach to planning and management ensures that services to children promote early learning and development, respond to families' needs and choices and respect the diversity of Toronto's communities.

Child Care Delivery

Purpose:
To deliver high quality child care in high needs communities.

Child Care Service System Management

Purpose:
To plan and manage Toronto's Child Care system in accordance with Council approved Child Care Service Plan and provincial guidelines. To grant child care subsidies to eligible families in accordance with provincial guidelines and Council approved principles of age and geographic equity.



Service Customer

Child Care Delivery

- Parents / Guardians
- Children in Child Care
- Child Care Service Providers
- Families and Children

Child Care Service System Management

- Parents / Guardians
- Province of Ontario
- Child Care Service Providers
- Children in Child Care
- Families and Children

Table 1

2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Child Care Delivery											
Gross Expenditures	353,687.5	331,935.8	356,579.6	4,298.4	360,878.0	7,190.5	2.0%	6,111.1	1.7%	4,933.3	1.3%
Revenue	287,704.9	275,303.8	292,145.6	4,298.4	296,444.0	8,739.1	3.0%	44.0	0.0%	(8,274.5)	(2.8%)
Net Expenditures	65,982.6	56,632.0	64,434.0		64,434.0	(1,548.6)	(2.3%)	6,067.1	9.4%	13,207.8	18.7%
System Manaagement											
Gross Expenditures	68,045.7	63,860.9	91,384.4	142.2	91,526.6	23,480.9	34.5%	(112.6)	(0.1%)	(37.6)	(0.0%)
Revenue	57,311.9	54,841.6	79,102.0	142.2	79,244.2	21,932.3	38.3%	(295.2)	(0.4%)	(8,604.2)	(10.9%)
Net Expenditures	10,733.8	9,019.3	12,282.4		12,282.4	1,548.6	14.4%	182.6	1.5%	8,566.6	68.7%
Total											
Gross Expenditures	421,733.2	395,796.7	447,964.0	4,440.6	452,404.6	30,671.4	7.3%	5,998.5	1.3%	4,895.7	1.1%
Revenue	345,016.8	330,145.4	371,247.6	4,440.6	375,688.2	30,671.4	8.9%	(251.2)	(0.1%)	(16,878.7)	(4.5%)
Total Net Expenditures	76,716.4	65,651.3	76,716.4		76,716.4			6,249.7	8.1%	21,774.4	26.2%
Approved Positions	955.7	930.7	974.6	8.0	982.6	26.9	2.8%	5.4	0.5%	(8.0)	-0.8%

The 2015 Operating Budget for Children's Services of $452.4 million gross and $76.716 million net is equivalent to the 2014 Approved Net Operating Budget.

- Base pressures, common to both services provided by Children's Services, are driven by contractual inflationary costs for salary and benefits totaling $1.921 million, the cost of living adjustments for purchased child care amounting to $5.667 million and $1.201 million to implement the new child care funding model which will be reversed in 2017.
- The *Child Care Delivery Service* is further experiencing base pressures of $0.535 million in 2015 from the new Toronto Early Learning and Child Care Centre Service (TELCCS) centre scheduled to open in the summer of 2015.
- The *System Management Service* includes an additional $20.528 million for the Provincial Wage Subsidy increase fully funded by the Province.
- The a*bove base pressures were fu*lly offset by base expenditure savings including:
  - a reduction in the cost for purchased child care to align the actual per diem with the age mix that reflects the implementation of Full Day Kindergarten (FDK) amounting to $6.530 million;
  - a reduction of $1.538 million in other non-salary expense accounts to reflect actual experience;
  - revenue changes of $26.230 million primarily due to increased Provincial subsidy, which includes $20.580 million to deliver the Provincial Wage Enhancement program.
- The 2015 Operating Budget also includes funding of $4.441 million for 2 new enhanced priorities that provide $1.070 million for *Child Care Service System Management* to fund 8 new positions to assist the Program in the management of pressures created by the expanded child care system and the changing Provincial legislative requirements; and $3.371 million to fund *184 additional child care subsidies*.
- The 2016 and 2017 Plans reflect the inflationary cost increases for the purchased child care, progression pay, step and fringe benefits, as well as the increase in solid waste fees. The opening of the new TELCCS centre in 2015 will result in an annualized impact of $0.392 million net and 5.4 new positions in 2016. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

The 2015 Operating Budget for Children's Services provides for an increase in the staff complement of 26.9 positions from 955.7 in 2014 to 982.6, as highlighted in the table below:

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced: Child Care Delivery Gross	New and Enhanced: Child Care Delivery Net	New and Enhanced: System Management Gross	New and Enhanced: System Management Net	Total Appr'd Service: $'s Gross	Total Appr'd Service: $'s Net	Total Appr'd Service: Position #	Incremental Change: 2016 Plan Net	Incremental Change: 2016 Plan Pos.	Incremental Change: 2017 Plan Net	Incremental Change: 2017 Plan Pos.
Enhanced Services Priorities											
Service System Management	927.4		142.2		1,069.6		8.0				
184 Additional Child Care Subsidies	3,371.0				3,371.0						
Sub-Total	4,298.4		142.2		4,440.6		8.0				
Total	4,298.4		142.2		4,440.6		8.0				

Enhanced Service Priorities ($4.441 million gross and $0.0 million net)

Service System Management ($1.070 million gross and $0 net)

- 8 new permanent positions are required to help manage the expanded child care system resulting from significant Provincial policy and legislative changes, the implementation of Full Day Kindergarten (FDK), and new funding framework, which includes new legislation, intended to modernize child care and implement a Wage Enhancement program for front-line child care workers. Funding for these positions is cost shared with the Province.
- The new positions will provide the following activities:
  - 3 IT positions are required to manage the Program's expanded on-line reporting requirements;
  - 1 consultant position is required for French language services under the auspices of the French Language Services Act;
  - 1 coordinator position is required for enhanced complement management responsibilities; and
  - 3 policy development positions are required to develop a capital strategy to increase spaces in the city-wide child care system; lead the implementation of the Middle Childhood Strategy; and help implement the automated income verification system required for improved subsidy management between CS, TESS, and SSHA.

184 Additional Child Care Subsidies ($3.371 million gross and $0 net)

- The 2015 Provincial funding provided an increased in base subsidy of $8.791 million, an increase of 3% from the 2014 funding levels. This funding allows the Program to continue to increase investment in legislated and core service programming, and to allocate $3.371 million to fund an increase of 184 subsidized child care spaces for infants and toddlers and pre-school age groups.
- The 2015 Base Budget for Children's Services includes a 2016 incremental increase of $6.250 million net and a incremental increase of $21.774 million net in 2017 to maintain the same level of service as discussed in the next section.

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced: Child Care Delivery Gross	New and Enhanced: Child Care Delivery Net	New and Enhanced: System Management Gross	New and Enhanced: System Management Net	Total Appr'd Service: $'s Gross	Total Appr'd Service: $'s Net	Total Appr'd Service: Position #	Incremental Change: 2016 Plan Net	2016 Plan Pos.	Incremental Change: 2017 Plan Net	2017 Plan Pos.
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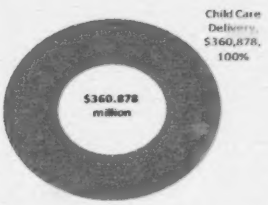
- The 2015 Base Budget for Children's Services includes a 2016 incremental increase of $6.250 million net and a incremental increase of $21.774 million net in 2017 to maintain the same level of service as discussed in the next section.

Child Care Delivery

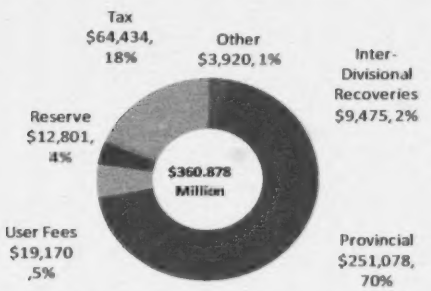
What We Do

- Provide 25,116 fee subsidies to help eligible families with the high cost of early learning and care.
- Provide Family Well-Being Support services, which include supports to families to address their personal circumstances or special needs.
- Deliver child care directly through the Toronto Early Learning and Child Care Services that provides enriched early learning and care service to families in high-need and under-served neighborhoods with a focus on skill development and school readiness.
- Deliver in partnership with PF&R after school recreation programs (ARC).

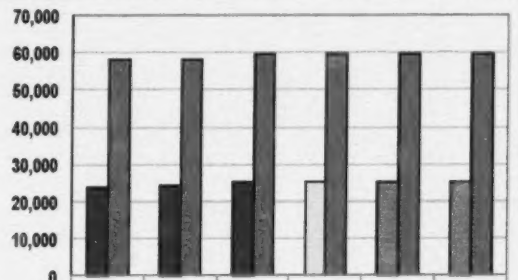
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of Early Learning and Child Care Subidies



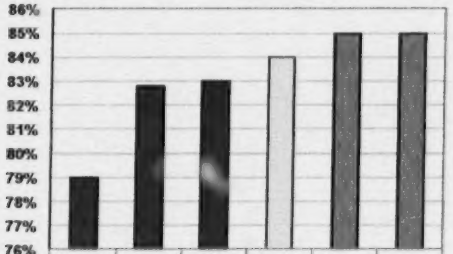
	2012 Actual	2013 Actual	2014 Proj. Actual	2015 Target	2016 Plan	2017 Plan
#of early learning and child care subsidies	23,635	24,026	24,932	25,116	25,116	25,116
#of children served	58,174	58,164	59,503	59,682	59,682	59,682

- Children's Services will deliver 25,116 child care subsidies in 2015 which are allocated across City wards based on the proportion of children in the ward who are living below the poverty line, reflecting an increase of 184 subsidies from 2014.
- The number of children served has increased from 58,174 in 2012 to 59,503 in 2014 due to system expansion.

Left hear – to be continued

Service Performance

Percentage of Programs Meeting Operating Criteria



	2012 Actual	2013 Actual	2014 Proj. Actual	2015 Target	2016 Plan	2017 Plan
% of programs meeting operating criteria	79%	83%	83%	84%	85%	85%

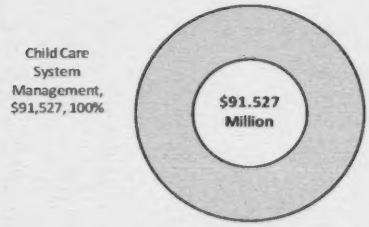
- All child care centres with a service contract for fee subsidy are assessed for quality standards. This assessment rates a centre's activities, learning, health, safety, adult/child interactions and nutrition by comparing them to the standards laid out in the Early Learning and Care Assessment for Quality Improvement (AQI) , a tool used to evaluate the City's expectations of quality for child care programs.
- Ratings for each of the 635 centres are posted on the Children's Services Website, which provides results for the current year, along with comparisons to the previous year and the average of all centres.
- The number of centres meeting the Early Learning and Care Assessment for Quality Improvement (AQI) has increased from 79% in 2012, with projections of 83% in 2014. Centres are projected to be at 85% by 2017.

Child Care System Management

What We Do

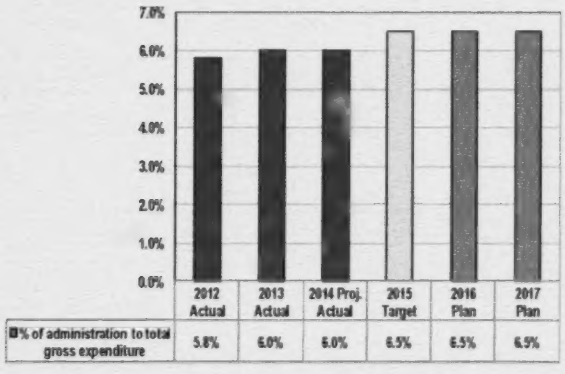
- Plan and manage Toronto's Child Care system in accordance with the Council approved Children's Services Service Plan and Provincial guidelines.
- As Consolidated Municipal Service Manager (CMSM) for the City of Toronto, plan and implement policies and programs within the Provincial legislative framework that are designed to meet specific local requirements. In this capacity, the City develops and implements planning processes and programs to address service gaps and ensure that local goals are met.
- Through administration of Best Start Wage Improvement, Wage Subsidy, Pay Equity and Occupancy grants, enable providers to maintain affordability of child care services, and partner with stakeholders, including community agencies, other orders of government, school boards and families to better meet the needs of Toronto's children and families.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

Efficiency: Administration as a Percentage of Total Gross Expenditures



- Historically, the cost of program delivery has been maintained between 5% and 6% of the Program's gross expenditures. For 2015, 2016 and 2017, administrative costs are projected to temporarily increase slightly to 6.5%, reflecting the impact of managing the expanded child care system, additional Provincial service requirements and the new funding model.
- Administrative cost ratios have historically been kept significantly below the Provincial guideline of 10%.

2015 Service Levels

Child Care System Management

Type	Sub-Type	Status	Service Levels			
			2012	2013	2014	2015
Integrated Service System Planning	Service Plan	Approved	100%			
	Service Plan - Curriculum Development	Approved	100%			
	Service Plan - Policy Development	Approved	100%			
	Children's Report Card - # children's report cards updated	Approved	Quarterly			
Early Learning and Care Quality		Approved	annual			
Early Learning and Care Capacity		Approved	annual			
Research and Innovation		Approved	annual			
Service Providers Financial Support - # of Service Providers with Financial Support		Approved	Quarterly			

Children's Services

2015 – 2024 Capital Budget and Plan Overview

Children's Services provides child care services across the City in 53 municipal child care centres, 25 of which are in City owned facilities with an asset replacement value of $53.081 million.

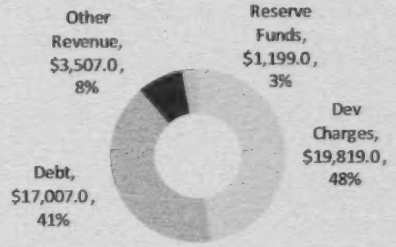
The 2015-2024 Capital Plan demonstrates commitment to balance the need to increase the number of child care spaces in underserved, high needs communities; maintain directly operated child care centres in a state of good repair; and develop new technology systems that will deliver application efficiencies and improve customer service.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)

$41.532 Million

2015-2014 Capital Budget and Plan by Funding Source ($Million)



$41.532 Million

2014 Key Service Accomplishments

In 2014, Children's Services accomplished the following:

- ✓ Completed St Andrew Child Care Centre project jointly with Toronto Catholic District School Board ($0.516 million);
- ✓ Completed the security upgrades at the Regent Park Child Care Centre of $0.070 million (100 spaces), located in the Regent Park Children and Youth Hub, that forms part of the Regent Park Revitalization project;
- ✓ Completed Phase I of the Service Efficiency Implementation Project to validate potential administrative savings to be achieved through project implementation ($0.625 million);
- ✓ Completed renovations to the Squirrel's Nest Day Care Centre ($0.123 million);
- ✓ Continued to deliver capital upgrades in the City-owned child care centres that are located in City-owned facilities, ($1.657 million) as part of the ongoing SOGR program; and,
  - Continued the CSIS 3 upgrade to improve the Program's front facing service delivery to both families and operators and provide the building blocks for future eService components for Children's Service

Key Challenges & Priority Actions

- **Address Growth in High-Need under-served Communities**
  - ✓ 10-Year Capital Plan includes $25.089 million in funding, which supports Council direction to increase the number of child care centres in underserved communities through the construction of 7 new centres, resulting in 408 additional spaces.
- **Deliver the Capital Upgrades through the SOGR Program**
  - ✓ The Plan includes $13.893 million to reduce the backlog in the 25 City owned child care centres; to implement accessibility upgrades required by Provincial legislation; and to manage ongoing maintenance requirements.
- **Develop Service Efficiency IT Applications**
  - ✓ The Plan includes $2.550 million to develop information technology applications using the existing CSIS system that will improve on-line support for the annual budget submissions for Purchase of Service (POS) operators, and reduce the amount of staff time required to perform annual family fee subsidy assessments.

n

2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for Transportation Services of $463.852 million, The 2015 Capital Budget for Children's Services of $5.088 million, including carry forward funding, will:

- Complete the delivery of the CSIS 3 system upgrades ($0.450 million) that address outdated software applications;
- Complete project planning and design for Block 31 Child Care Centre ($0.051 million);
- Begin planning and design of Avondale Public School ($0.500 million), the first year of a 3 year construction term;
- Begin the construction of the St. John the Evangelist Catholic School Child Care Centre ($1.422 million), the second year of a 5 year plan;
- Continue the Service Efficiency Implementation project ($1.235 million) to enhance online services for families and child care operators; and
- Continue to deliver capital upgrades in the municipally owned child care centres located in City-owned facilities, ($1.430 million) which are part of the ongoing Toronto Early Learning and Child Care Centres (TELCCC) SOGR project of $13.893 million.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)

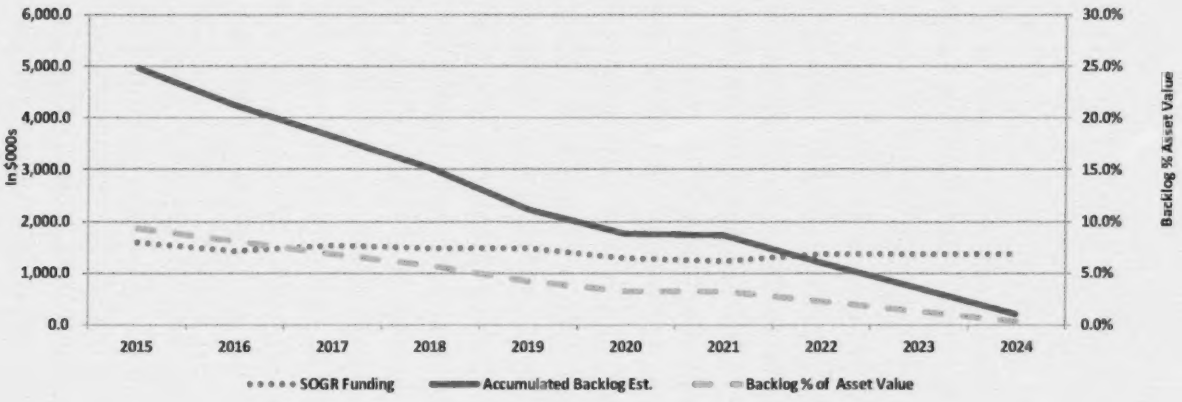


Table 1

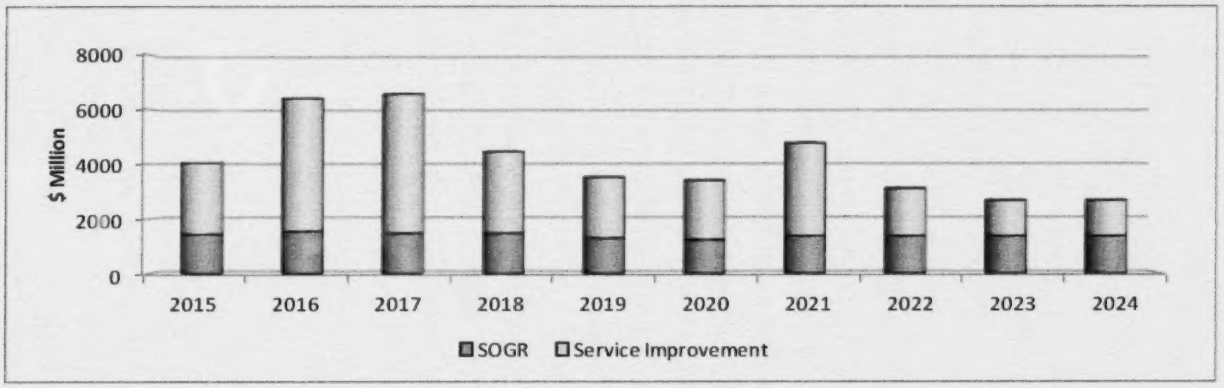
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
MCCCS - State of Good Repair	N/A	1,430	1,542	1,469	1,473	1,285	1,226	1,367	1,367	1,367	1,367	**13,893**	13,893
Sub-Total		**1,430**	**1,542**	**1,469**	**1,473**	**1,285**	**1,226**	**1,367**	**1,367**	**1,367**	**1,367**	**13,893**	**13,893**
Service Improvements													
St John The Evangelist Catholic School	550	1,060	1,262	616	412							**3,350**	3,900
New Child Care Centre No. 6				500	1,670	1,730						**3,900**	3,900
New Child Care Centre No. 7						500	1,670	1,730				**3,900**	3,900
New Child Care Centre No. 8							500	1,670	1,730			**3,900**	3,900
New Child Care Centre No. 9										1,291	1,291	**2,582**	2,582
Avondale Public School		500	1,670	1,730								**3,900**	3,900
Block 31 Child Care Centre	71		929	1,740	888							**3,557**	3,628
Service Efficiency Implementation		1,050	1,000	500								**2,550**	2,550
Sub-Total	**621**	**2,610**	**4,861**	**5,086**	**2,970**	**2,230**	**2,170**	**3,400**	**1,730**	**1,291**	**1,291**	**27,639**	**28,260**
Total Expenditures by Category	**621**	**4,040**	**6,403**	**6,555**	**4,443**	**3,515**	**3,396**	**4,767**	**3,097**	**2,658**	**2,658**	**41,532**	**42,153**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. SOGR projects)*

Chart 2

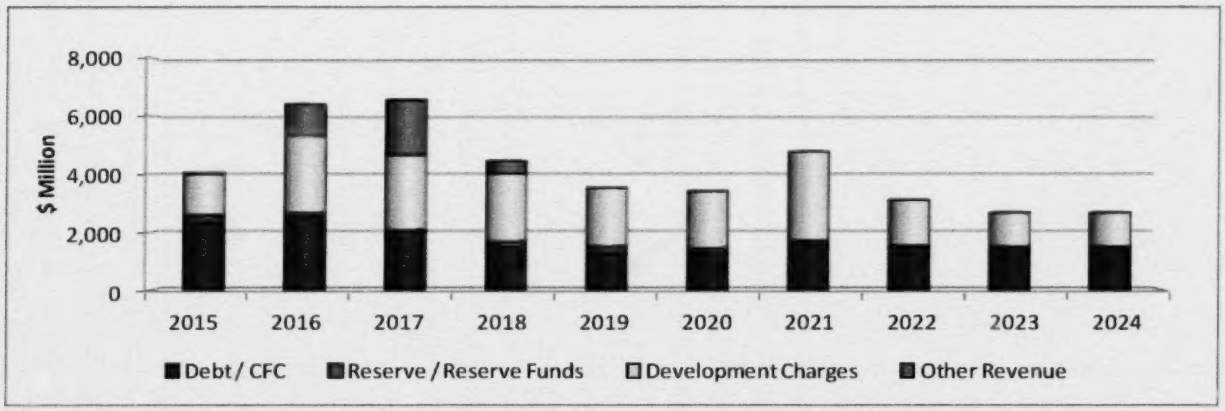
2015 – 2024 Capital Plan by Project Category (In $000s)



The 10-Year Capital Plan for Children's Services of $41.532 million provides funding of $13.893 million for SOGR projects and $27.639 million for Service Improvement projects:

- Service Improvement projects make up $27.639 million or 66.5% of the total Capital Plan, with $17.575 million to be funded in 2015 through 2019, and $9.882 million required in 2020 through 2024.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $41.532 million will be funded by $17.007 million of debt; $19.819 million of Development Charges; $3.507 million in Other Revenue; and $1.199 million from Reserve Funds.

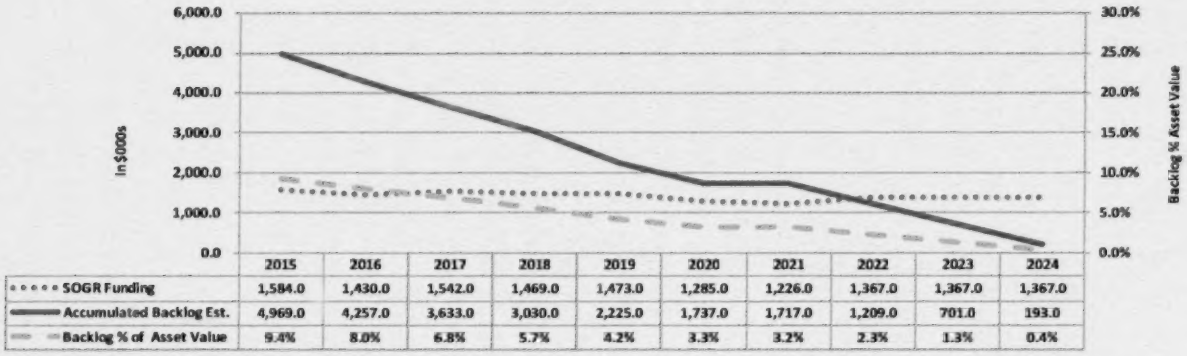
- Debt accounts for $17.007 million or 40.9% of the financing required for the 2015 Budget and 2016 –2024 Capital Plan and meets the debt guideline for each year of the 10-Year Capital Plan.
- Development Charges of $19.819 million provide 47.7% of the program financing, for the construction of 6 new child care centres commencing in 2015 through 2024. The annual Development Charge funding is not evenly distributed throughout the 10 year period, with Development Charges peaking at $3.060 million in year 2021 when funding will be provided for the construction phase of 2 child care centres. The use of Development Charges has been maximized with funding to up to 90% of the project cost, in accordance with the terms of the new DC By Law.
- Other Revenue of $3.507 million or 8.4% is provided from Section 37 funding required in years 2015 through 2018, with $3.117 million being utilized to fund the Block 31 Child Care Centre, and $0.390 million for the Avondale Public School Child Care Centre.
- The Child Care Capital Reserve Fund provides $1.199 million or 2.9% of the required funding, with $1.074 million to fund the construction of 3 child care centres, and $0.125 million to fund a project management position that co-ordinates program infrastructure upgrades.

Table 2
Net Operating Impact Summary (In $000s)

	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
New Projects - 2015														
Service Efficiency Implementation Project					51.0	1.0	51.0				102.0	1.0		
New Projects - Future Years														
Total Recommended (Net)					51.0	1.0	51.0				102.0	1.0		

The 10-Year Capital Plan for Children's Services will increase future year Operating Budgets by $0.102 million gross and net in 2017 and 2018, with the salary and benefits required for one position to sustain the new Service Efficiency Implementation Project included in the 10-Year Capital Plan.

Chart 4
SOGR Funding & Backlog (In $000s)



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	1,584.0	1,430.0	1,542.0	1,469.0	1,473.0	1,285.0	1,226.0	1,367.0	1,367.0	1,367.0
Accumulated Backlog Est.	4,969.0	4,257.0	3,633.0	3,030.0	2,225.0	1,737.0	1,717.0	1,209.0	701.0	193.0
Backlog % of Asset Value	9.4%	8.0%	6.8%	5.7%	4.2%	3.3%	3.2%	2.3%	1.3%	0.4%

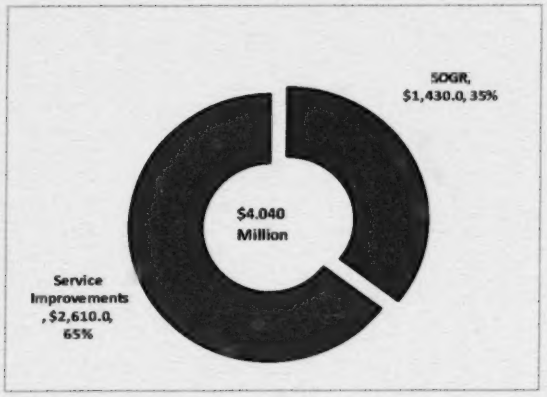
- The 10-Year Capital Plan meets the City's objective to address back log issues by dedicating $13.893 million to maintain the centres in a state of good repair, with annual expenditures averaging $1.389 million.
- Funding for the SOGR capital maintenance program is supplemented by $0.508 million per year from the Program's Operating Base Budget throughout the 10 year planning period, at which time the backlog will be reduced to $0.193 million, or 0.4% of the asset value, virtually eliminating the backlog by 2024.
- Once the backlog is eliminated, the funding will focus on the annual, on-going SOGR capital needs.
  - The TELCCS SOGR project also allocates $2.859 million to implement accessibility upgrades required by Provincial legislation in the 25 City-owned facilities. These upgrades are required to bring the facilities into compliance with Provincial legislation outlined in the Accessibility of Ontarians with Disabilities Act (AODA). Ontario Regulation 427/07 requires public sector organizations to make the necessary upgrades

to their facilities to improve facility access, which will require upgrading infrastructure to remove mobility barriers and increase facility access by adding elevators, ramps, and accessible washrooms.

- As a result of child care system transitions to include Full Day Kindergarten and centers reconfigured to serve younger age groups, $0.803 million is being reallocated to encourage operators to create additional infant and toddler spaces.

SOGR priorities are determined by the facility needs assessment, provided by Facilities Management that has identified major maintenance and capital upgrade requirements. Accessibility upgrades required by Provincial legislation are co-ordinated with the timing of the major SOGR upgrades. Centre retrofits resulting from the implementation of Full Day Kindergarten will be co-ordinated with the school boards as part of the Full Day Kindergarten delivery.

2015 Capital Budget by Project Category (in $000s)



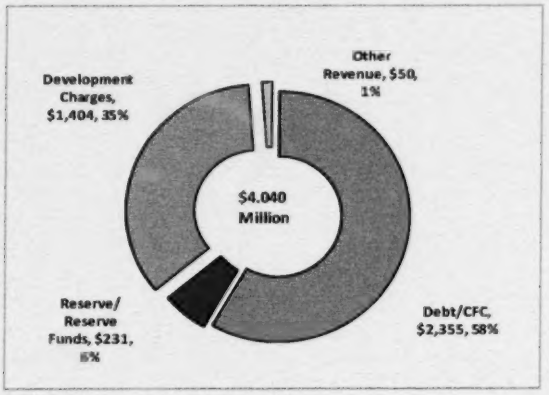
$4.040 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $4.040 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *State of Good Repair (SOGR) ($1.430 million, 35%)*
  - Funding for SOGR projects is included to maintain the 25 City owned child care centers in a state of good repair.
- *Service Improvements ($2.610 million, 65%)*
  - Funding is included to begin construction for the St. John the Evangelist Catholic School project, begin the Service Efficiency project and begin the planning and design phase for the Avondale Public School project.

2015 Capital Budget by Funding Source (in $000s)



$4.040 million

The 2015 Capital Budget is financed primarily by:

- *Debt ($2.355 million, 58%)*
  - Funding is included to begin the Service Efficiency project and partially fund the TELCCS SOGR project, with debt funding at target.
- *Development Charge ($1.404 million, 35%)*
  - Development Charge funding has been maximized for the St John the Evangelist Catholic School project and the Avondale Public School project.
- *Reserve and Reserve Funds ($0.231 million, 6%)*
  - Reserve funding has been allocated for the TELCCS SOGR project and the St John Evangelist Catholic School project.
- *Other Revenues ($0.050 million, 1%)*
  - Funding from Section 37 Reserves is available to help fund the Avondale Public School project

Court Services

2015 Operating Budget Highlights

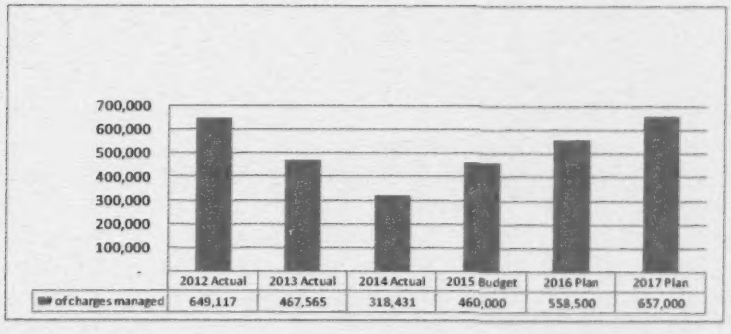
The total cost to deliver this service to Toronto residents in 2015 is $49.527 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	53,814.3	49,526.8	(4,287.5)	(8.0%)
Gross Revenues	67,597.5	54,583.7	(13,013.8)	(19.3%)
Net Expenditures	**(13,783.2)**	**(5,056.9)**	**(8,726.3)**	**63.3%**

Entering into 2015, Court Service's was facing a significant challenge emanating from reduced fine revenues due to the declining volume of charges filed by enforcement agencies. Through operating efficiencies and increased revenues from other sources, the Program was able to partially offset the budget pressures resulting in a net revenue reduction of $8.726 million.

Trends:

Number of Participant Visits for Recreation Programs



2015 Operating Budget Overview

Court Services provides administrative and court room support services to the general public and a range of stakeholders that use the Provincial Offences Court and to those using the Toronto Licensing Tribunal.

Fast Facts

- Administers Provincial Offences Act (POA) court services through 30 courtrooms and 10 intake rooms in 4 locations across the City.
- Process approximately 460,000 charges filed including scheduling over 400,000 trials (including an estimated 250,000 parking ticket disputes) and other hearings.
- Provide on-line service to customers and their legal representatives to obtain non-personal information about their court case and fine information.
- The volume of provincial offences charges has been steadily declining with a 28% reduction in 2013 and a 32% reduction in 2014.
- E-ticketing and other initiatives are anticipated to increase the issuance of charges.
- Charges for 2015 are projected to reach 460,000 increasing by about 100,000 each year to gradually return to 2011-2012 levels.

2014 Key Service Accomplishments

- ✓ Collection methods involving City Legal and Court Services continue to yield positive results. Defaulted fines are being attached against property owned by a person in default as part of the Good Government Act amendment.
- ✓ Court offices served 30,000 individuals at public counters and in trial courts each month, the Programs' public enquiry line answers over 10,000 phone calls and 1,700 email enquiries per month.
- ✓ The Court Case Web Look-Up application implemented in December 2013 received over 1,100 visits to this web site each week helping individuals and their legal representatives to obtain non-personal information about their court case.
- ✓ A video was posted on the Program's web site that provides individuals with information about what they can expect when attending court.

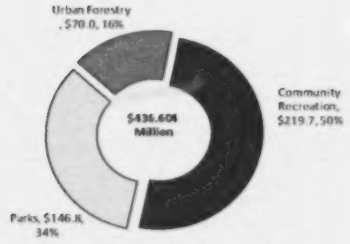
Our Service Deliverables for 2015

Court Services provides court facilities, services and amenities within provincial policy and legislated frameworks to operate the Ontario Court of Justice - Provincial Offences Act (POA). The 2015 Operating Budget will:

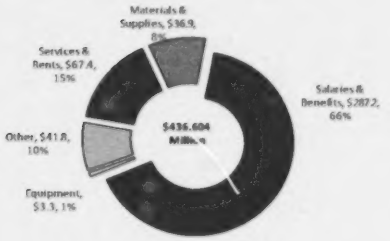
- Ensure that wait times for court hearings are within the Provincial average of 7 months by fully utilizing all 30 courtrooms and 10 intake rooms;
- Continue to support Toronto Licensing Tribunal with processing an estimated 200 hearing applications;
- Provide support to City Solicitor staff efforts in the recovery of unpaid fines.
- Process 22% of all Provincial Offences charges filed in Ontario courts;
- Continue to serve approximately 30,000 individuals at public counters and in trial courts and respond to over 10,000 phone calls and 1,700 email enquiries per month.
- Continue to process payments from fines within 24 hours of receipt, with over 240,000 processed annually;
- Co-ordinate over 50,000 language interpreter requests to provide translation to persons requiring service.
- .

Where the money goes:

2015 Budget by Service
$49.527 Million

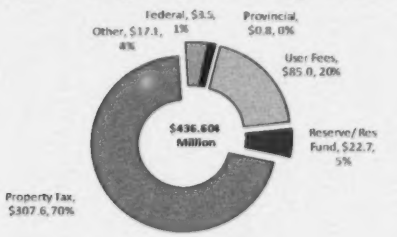


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

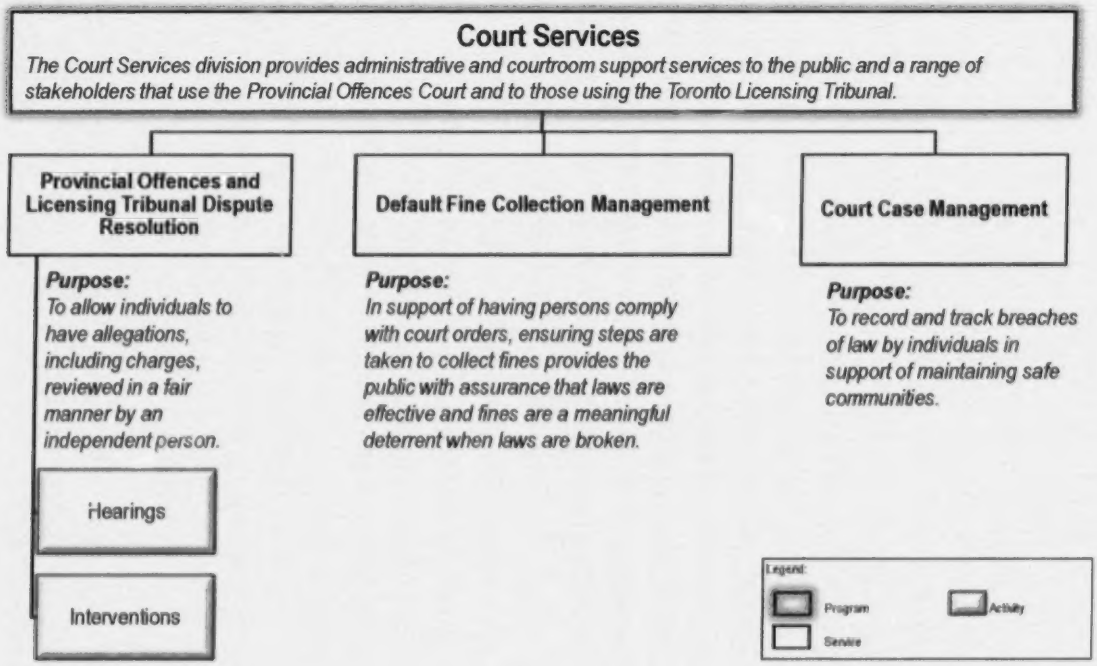
- **Reduction in Fine Revenues** – Fine revenues continue to decline as a result of the reduction in the volume of charges issued by Toronto Police Services and other enforcement agencies.
  - ✓ Charges to Toronto Parking Tag Enforcement and Operations (PTEO) were increased for the use of two additional courtrooms for processing parking ticket disputes.
  - ✓ The Program was able to reduce its operating expenses and staff costs, including a reduction in overtime funding for Off-Duty Police Officers as a result of lower volume of charges issued to offset the reduced fine revenues.
- **Collection of Unpaid Fines** - The collection of unpaid fines will continue to be an issue with the level of unpaid fines growing at an average of $24.000 million per year.
  - ✓ Bill 31 was introduced by the Province in October 2014 and has the potential to increase the collection of unpaid fines.
  - ✓ The 2015 Operating Budget includes a one-time revenue increase of $12.000 million from the collection of unpaid fines.

2015 Operating Budget Highlights

The 2015 Operating Budget includes:

- An estimated volume of charges filed by enforcement agencies totaling 460,000 charges and projected to generate fine revenues of $33.174 million
- The passage of Bill 31 is expected to generate one-time revenues of $12.000 million in 2015.
- A reduction in funding for overtime for off-duty Police officers by $2.609 million (from $7.000 million to $4.391 million).
  - ✓ Operating savings of $0.220 million resulting from the implementation of the E-ticketing application by Toronto Police in November will be used to maintain the e-ticketing application and the repayment of debt incurred to develop the application over 10 years.

Program Map


Court Services
The Court Services division provides administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using the Toronto Licensing Tribunal.
Provincial Offences and Licensing Tribunal Dispute Resolution
Default Fine Collection Management
Court Case Management
Purpose:
To allow individuals to have allegations, including charges, reviewed in a fair manner by an independent person.
Purpose:
In support of having persons comply with court orders, ensuring steps are taken to collect fines provides the public with assurance that laws are effective and fines are a meaningful deterrent when laws are broken.
Purpose:
To record and track breaches of law by individuals in support of maintaining safe communities.
Hearings
Interventions
Legend:
Program
Activity
Service

Service Customer

Provincial Offences and Licensing Tribunal Dispute Resolution

- Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)
- Prosecutors
- Paralegal representatives
- Witnesses
- Enforcement officers
- Judicial officers
- Interpreters

Default Fine Collection Management

- Persons who are required to pay a court imposed fine
- The City- who must offset program costs from fine revenue collected
- The public who benefit from the anticipated change in behaviour by those who have had to pay fines.

Court Case Management

Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)

- Prosecutors
- Paralegal Representatives
- Witnesses
- Enforcement officers
- Judicial officers
- Interpreters

Table 1

2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Provincial Offences/Licensing Tribunal Dispute Resolution											
Gross Expenditures	8,625.9	7,553.5	8,492.4		8,492.4	(133.5)	(1.5%)	1.0	0.01%	0.5	0.01%
Revenue	972.7	564.5	1,109.8		1,109.8	137.1	14.1%				
Net Expenditures	7,653.2	6,988.9	7,382.6		7,382.6	(270.6)	(3.5%)	1.0	0.01%	0.5	0.01%
Default Fine Collection Management											
Gross Expenditures	5,745.8	5,031.4	5,483.9		5,483.9	(261.8)	(4.6%)	0.4	0.01%	0.3	0.01%
Revenue	623.6	362.0	790.4		790.4	166.8	26.7%				
Net Expenditures	5,122.1	4,669.5	4,693.5		4,693.5	(428.7)	(8.4%)	0.4	0.01%	0.3	0.01%
Court Case Management											
Gross Expenditures	39,442.6	34,538.9	35,550.4		35,550.4	(3,892.2)	(9.9%)	2.5	0.01%	0.4	0.00%
Revenue	66,001.2	38,307.7	52,600.6	82.9	52,683.5	(13,317.6)	(20.2%)	(5,917.2)	(11.23%)	5,999.9	10.22%
Net Expenditures	(26,558.5)	(3,768.8)	(17,050.2)		(17,133.1)	9,425.5	(35.5%)	5,919.7	(34.55%)	(5,999.5)	25.94%
Total											
Gross Expenditures	53,814.3	47,123.7	49,526.8		49,526.8	(4,287.5)	(8.0%)	3.9	0.01%	1.3	0.00%
Revenue	67,597.5	39,234.2	54,500.8	82.9	54,583.7	(13,013.7)	(19.3%)	(5,917.2)	(10.84%)	5,999.9	9.9%
Total Net Expenditures	(13,783.2)	7,889.6	(4,974.0)		(5,056.9)	8,726.2	(63.3%)	5,921.1	(117.1%)	(5,998.7)	54.3%
Approved Positions	282.0	238.0	282.0		282.0						

The 2015 Operating Budget for Court Services is $49.527 million gross and ($5.057) million net. The net budget increased by $8.726 million or 63.3% due to the following.

- Base revenue pressure is largely due to the reduction of fine revenues as a result of lower volume of provincial offences charges issued by enforcement agencies primarily Toronto Police Service.
- The reduction in fine revenues of $26.802 million was offset by an increase in one-time revenues of $12.000 million with the passage of Bill 31 that has the potential to reduce non-payment of fines across Ontario by incorporating additional restrictions relating to the issuance or renewal of vehicle license plates. The other base changes include a reduction in the overtime payment budget for off-duty police officers by $2.609 million and increased cost recovery of $1.473 million from Parking Tag Enforcement and Operations.
- The above base budget pressures were further offset by base expenditure savings of $1.339 million net and efficiency savings of $0.885 million net. These expenditure savings mainly impact the Court Case Management service which manages the processing of Provincial Offences Act (POA) charges.
- The 2016 Plan reflects a pressure of $5.921 million primarily due to the reversal of one-time revenues of $12.000 million resulting from the anticipated passage of Bill 31 partially offset by an anticipated increase of $6.083 million in expected fine revenues. The 2017 Plan also shows an increase in fine revenues of $6.000 million.

Table 2

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	3.3		3.3			1.9		1.9		
One-time Revenues from Bill 31		(12,000.0)	12,000.0							
IDC Increases	0.5		0.5			(0.6)		(0.6)		
Sub-Total	3.9	(12,000.0)	12,003.9			1.3		1.3		
Anticipated Impacts:										
Increase in Fine Revenues		6,000.0	(6,000.0)				6,000.0	(6,000.0)		
Annualized impact of the pro-active enforcement of the Sign By-law		82.8	(82.8)							
Sub-Total		6,000.0	(6,000.0)				6,000.0	(6,000.0)		
Total Incremental Impact	3.9	(6,000.0)	6,003.9			1.3	6,000.0	(5,998.7)		

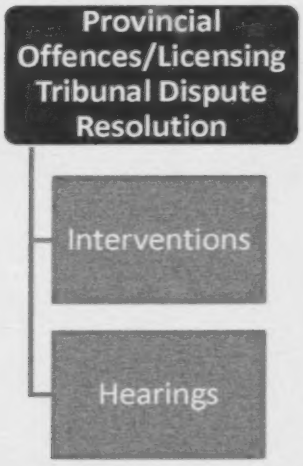
Known Impacts

- Salaries and benefit increases of $0.004 million are due to step increments, progression pay for non-union positions in 2016 and 2017.
- Increase in interdepartmental charges for records management staff in 2016 and a decrease in funding in 2017 to reflect a reduction of 1 working day (260 working days in 2017 compared to 261 in 2016).
- The reversal of one-time funding of $12.000 million due to the anticipated passage of Bill 31 will result in a pressure in 2016.

Anticipated Impacts

- The 2016 and 2017 outlooks include anticipated increases of about 100,000 charges in each of 2016 and 2017 that will result in an increase in fine revenues of approximately $6.000 million per year.
- The 2016 outlook includes the annualized impact of $0.083 million in revenues resulting from the increased issuance of Part 1 Tickets by the reinstatement of two sign examiner inspectors in Toronto Building.

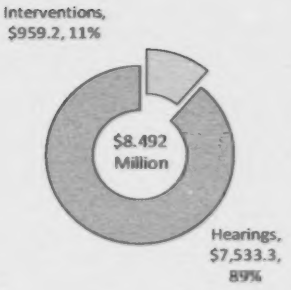
Provincial Offences/Licensing Tribunal Dispute Resolution

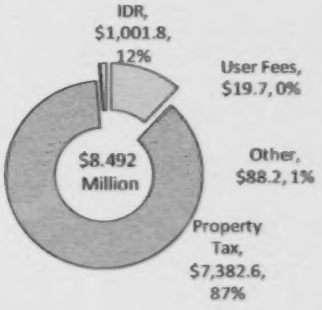


2015 Service Budget by Activity

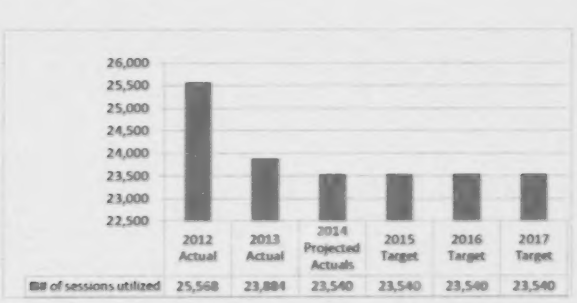
- Provide administration and courtroom support for hearings related to charges stemming from offences under provincial statutes or Municipal by-laws.
- Two types of hearings occur within Dispute Resolution services and include:
  - Provincial Offences hearings on matters such as breaches under Provincial law, by-laws and regulations with over 400,000 trials per year.

Administrative hearings for applications under Toronto Licensing by-law. Toronto Licensing Tribunal hears over 200 cases per year.





Number of Sessions Utilized



- The use of available court sessions is a key indicator of courtroom capacity.
- The effective and efficient use of court sessions ensures the program is able to respond to priority matters requiring court time.
- The reduced volume of sessions is due to the reduced volume of charges requiring a trial.

2015 Service Levels

Provincial Offences/Licensing Tribunal Dispute Resolution

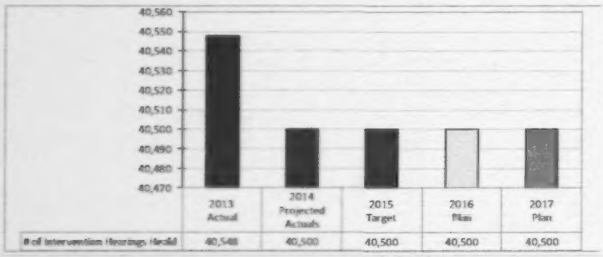
Activity	Type	Status	Service Levels			
			2012	2013	2014	2015
Hearings	Trial Court	Approved	7-16 months time to trial		7 - 10 months time to trial	7 months time to trial
Interventions	Intake Court	Approved	1-3 days of receipt of application		1-3 days of receipt of application	1-3 days of receipt of application
	Appeals Court	Approved	60-120 days of appeal notification		60-120 days of appeal notification	60-120 days of appeal notification
	Licensing Tribunal	Approved	Hearing held within 30 days of request		Hearing held within 30 days of request	Hearing held within 30 days of request

Due to the reduced volume of charges, it is projected that charges scheduled for trial will improve from 7-10 months in 2014 to 7 months in 2015 and to 6 months in 2016 and 2017.

The 2015 Service Levels for Interventions are consistent with the approved 2014 Service Levels.

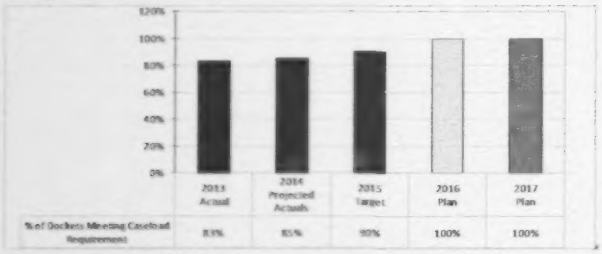
Service Performance

Interventions # of Intervention Hearings Held



- Intervention Hearings held will be slightly lower due to reduced volume of charges experienced over the past two years.

Hearings % of Dockets Meeting Caseload Requirement



- Cases loaded per docket has improved due to improved scheduling practices and requests from stakeholders to provide additional time per case to resolve disputes.
- It is expected to continue to improve in 2015 and 2016 level off in 2017.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Interventions	942.0	995.0	(35.9)	959.2	17.2	1.8%		**959.2**	17.2	1.8%	0.2	0.0%	0.1	0.0%
Hearings	7,683.9	7,600.8	(67.6)	7,533.3	(150.7)	(2.0%)		**7,533.3**	(150.7)	(2.0%)	0.8	0.0%	0.4	0.0%
Total Gross Exp.	8,625.9	8,595.8	(103.4)	8,492.4	(133.5)	(1.5%)		**8,492.4**	(133.5)	(1.5%)	1.0	0.0%	0.5	0.0%
REVENUE														
Interventions	124.7	158.1		158.1	33.4	26.7%		**158.1**	33.4	26.7%				
Hearings	847.9	951.7		951.7	103.7	12.2%		**951.7**	103.7	12.2%				
Total Revenues	972.7	1,109.8		1,109.8	137.1	14.1%		**1,109.8**	137.1	14.1%				
NET EXP.														
Interventions	817.2	836.9	(35.9)	801.1	(16.2)	(2.0%)		**801.1**	(16.2)	(2.0%)	0.2	0.0%	0.1	0.0%
Hearings	6,836.0	6,649.2	(67.6)	6,581.6	(254.4)	(3.7%)		**6,581.6**	(254.4)	(3.7%)	0.8	0.0%	0.4	0.0%
Total Net Exp.	7,653.2	7,486.1	(103.4)	7,382.6	(270.6)	(3.5%)		**7,382.6**	(270.6)	(3.5%)	1.0	0.0%	0.5	0.0%
Approved Positions	84.5	84.5		84.5				**84.5**						

The 2015 Operating Budget for Provincial Offences/Licensing Tribunal Dispute Resolution of $8.492 million gross and $7.383 million net is $0.271 million or 3.5% below the 2014 Approved Net Budget.

The **Provincial Offences/Licensing Tribunal Dispute Resolution** provides administrative and court room support for hearings stemming from charges under the Provincial Offences Act and from applications under Toronto Licensing by-law. This service includes 2 activities which are discussed below.

Intervention activities include efforts that facilitate reviews of disputes that require resolution at a subsequent court level or where additional decisions of the court required. The Intervention activity is $0.959 million gross and $0.801 million net which is $0.016 million below the 2014 Approved Budget.

Hearing activities facilitate tribunal and court processes providing access to members of the public seeking resolution of court cases and tribunal applications. The Hearing activity is $7.533 million gross and $6.582 million net which is $0.254 million below the 2014 Approved Budget.

- Base budget changes that are common to both activities relate primarily to inflationary increases in salaries and benefits of $0.108 million.
- The above base budget pressures are more than offset by a reduction of $0.138 million in interdivisional charges primarily from Legal Services to reflect reduced administration costs due a lower volume of charges in 2015 combined with increased recoveries from Parking Tag Operations for the use of two additional court rooms to resolve parking ticket disputes.
- These base pressures have been further reduced by base budget reductions resulting from a line by line review of expenditures and efficiency changes of $0.068 million in additional gapping as fewer staff resources are required due to the reduction of charges.

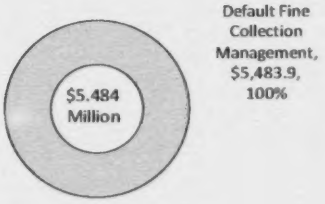
Default Fine Collection Management

Default Fine Collecdtion Management

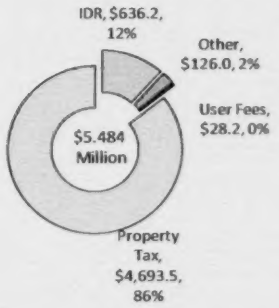
What We Do

- Provide collection management services for timely collection and processing of outstanding fines and ensuring appropriate action is taken on fines in default.

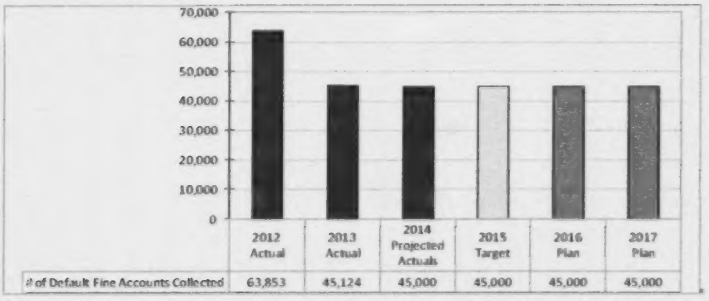
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



of Default Fine Accounts Collected



- The 2015 target is projected to remain at the same level.
- As volumes of charges rise and newly defaulted fines increase, the outlook for 2016 and 2017 will change.

2015 Service Levels
Default Fine Collection Management

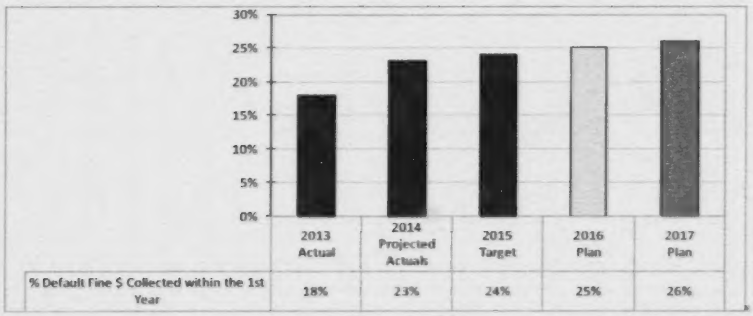
Activity	Type	Status	Service Levels			
			2012	2013	2014	2015
	Processing payments	Approved	24 hours of receipt			24 hours of receipt
		Actual	24 hours of receipt			

Payments for outstanding fines are accepted in person, by mail and on the web. Payments received by mail for outstanding fines are processed in the system within 24 hours of receipt of the payment.

The 2015 Service Levels for Default Fine Collection Management are consistent with the approved 2014 Service Levels.

Service Performance

Default Fine Collection Management % Default Fine $ Collected within the 1st Year



- The defaulted fine accounts collected within the first year is expected to increase over the years due to improved collection activities.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Default Fine Collection Management	5,745.8	5,455.8	(28.1)	5,483.9	(261.8)	(4.6%)		**5,483.9**	(261.8)	(4.6%)	0.4	0.0%	0.3	0.0%
Total Gross Exp.	5,745.8	5,455.8	(28.1)	5,483.9	(261.8)	(4.6%)		**5,483.9**	(261.8)	(4.6%)	0.4	0.0%	0.3	0.0%
REVENUE														
Default Fine Collection Management	623.6	790.4		790.4	166.8	26.7%		**790.4**	166.8	26.7%				
Total Revenues	623.6	790.4		790.4	166.8	26.7%		**790.4**	166.8	26.7%				
NET EXP.														
Default Fine Collection Management	5,122.1	4,665.4	(28.1)	4,693.5	(428.7)	(8.4%)		**4,693.5**	(428.7)	(8.4%)	0.4	0.0%	0.3	0.0%
Total Net Exp.	5,122.1	4,665.4	(28.1)	4,637.3	(428.7)	(8.4%)		**4,637.3**	(428.7)	(8.4%)	0.4	0.0%	0.3	0.0%
Approved Positions	19.6	19.6		19.6				**19.6**						

The 2015 Operating Budget for Default Fine Collection Management of $5.484 million gross and $4.694 million net is $0.429 or 8.4% under the 2014 Approved Net Budget.

The **Default Fine Collection Management includes** collecting unpaid court ordered fines using prescribed sanctions including driver licence suspension, use of collection agencies, attachment of default fines to property tax roll, denial of licence plate renewal and civil court processes.

- Base pressures are mainly attributable to inflationary increases in salaries and benefits which are more than offset by reductions in administration charges from Legal Division to reflect reduction in workload due to a lower volume of charges.
- To further reduce base pressures, the Program conducted a line by line review of expenditures taking into account the reduction in the volume of charges processed which resulted in a reduction of $0.028 million mainly in materials and supplies and payments to the Province as fewer charges are being entered into the provincial database resulting in cost savings in the provincial per charge fee.
- Overall, this service reduced base expenditures by identifying costs savings due to the reduction in workload resulting from lower charges and increased its cost recoveries for administrative support provided to the Licensing Tribunal resulting in a net reduction of $0.429 million.

Court Case Management

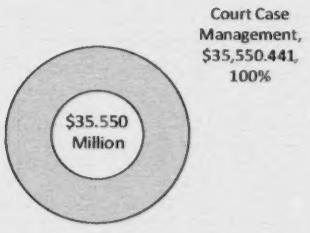
Court Case Management

What We Do

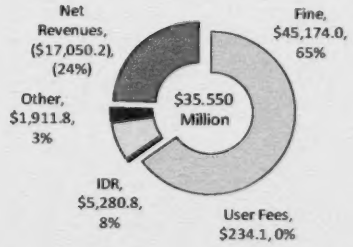
Provide administrative services to record and track breaches of laws by individuals in support of maintaining safe communities by:

- completing court administration processes respecting charges issued by enforcement officers and others under Provincial law;
- providing information to the public, creating, updating and maintaining the court record;
- scheduling trials and other hearings, processing payments; and
- identifying unpaid fines for enforcement.

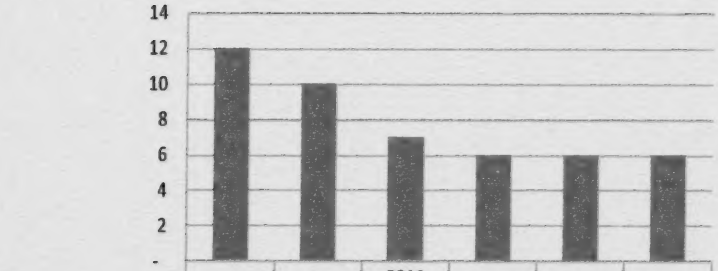
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



of Months to Trial



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Target	2017 Target
Time to trial (months)	12	10	7	6	6	6

- The implementation of the Early Resolution Initiative continues to help reduce the average number of months to trial with further improvements anticipated in 2015 and 2016.

2015 Service Levels
Court Case Management

Activity	Type	Status	Service Levels			
			2012	2013	2014	2015
	Provincial Offences - Non-Parking	Approved	Receive incoming charges within 5 - 7 days			Receive incoming charges within 5 - 7 days
	Provincial Offences - Parking	Approved	Receive incoming charges within 60 - 75 days			Receive incoming charges within 60 - 75 days

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Court Case Management	39,442.6	37,642.0	(2,091.6)	35,550.4	(3,892.2)	(9.9%)		35,550.4	(3,892.2)	(9.9%)	2.5	0.0%	0.4	0.0%
Total Gross Exp.	39,442.6	37,642.0	(2,091.6)	35,550.4	(3,892.2)	(9.9%)		35,550.4	(3,892.2)	(9.9%)	2.5	0.0%	0.4	0.0%
REVENUE														
Court Case Management	66,001.2	52,600.6		52,600.6	(13,400.5)	(20.3%)	82.9	52,683.5	(13,317.6)	(20.2%)				
Total Revenues	66,001.2	52,600.6		52,600.6	(13,400.5)	(20.3%)	82.9	52,683.5	(13,317.6)	(20.2%)				
NET EXP.														
Court Case Management	(26,558.5)	(14,958.6)	(2,091.6)	(17,050.2)	9,508.4	(35.8%)	(82.9)	(17,133.1)	9,425.5	(35.5%)	2.5	0.0%	0.4	(0.0%)
Total Net Exp.	(26,558.5)	(14,958.6)	(2,091.6)	(17,050.2)	9,508.4	(35.8%)	(82.9)	(17,133.1)	9,425.5	(35.5%)	2.5	0.0%	0.4	(0.0%)
Approved Positions	177.8	177.8		177.8				177.8						

The 2015 Operating Budget for Court Case Management of $35.550 million gross and ($17.050 million) net is $9.508 million or 35.8% over the 2014 Approved Net Budget.

The **Court Case Management** provides administrative services to record and track breaches of laws by individuals in support of maintaining safe communities.

- The base pressure results mainly from the reduction of fine revenues of $26.802 million due to declining volume of charges primarily issued by the Toronto Police Service and other enforcement agencies.
- The above pressures are partially offset by base budget reductions in overtime funding for off-duty police officers of $2.609 million and increase in revenues from the following:
  - One-time revenues of $12.000 million from the collection of unpaid fines resulting from Bill 31 anticipated to be passed before the end of the 2015.
  - Increased recoveries of $1.206 million from Parking Tag Operations for the use of two additional court rooms for parking disputes and from the Licensing Tribunal for administrative support provided by Court Services.
  - Additional funding of $0.258 million due to the phased-in upload of court security costs by the Province to municipalities over a period of 7 years (2012 to 2018)
- To further reduce base pressures, base budget savings of $1.275 million resulting from a line by line review of expenditures and efficiency savings of $0.817 million in additional gapping were approved.
- The 2015 Operating Budget includes an increase in fine revenues of $0.083 million resulting from implementation of the new enforcement strategy of the Sign By-law with the re-instatement of two examiner positions in Toronto Building.

Economic Development and Culture

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $79.613 million, offset by revenue of $25.744 million, for a net cost of $53.869 million as shown below.

(in $000's)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	72,394.1	79,613.0	7,218.9	10.0%
Gross Revenues	23,701.2	25,744.3	2,043.1	8.6%
Net Expenditures	**48,692.9**	**53,868.7**	**5,175.8**	**10.6%**

EDC's 2015 Operating Budget provides funds for several enhanced initiatives as EDC phases in ongoing tax-support for the Culture Phase-In Plan and delivers 8 special projects celebrating the Pan Am Games.

2015 Operating Budget Overview

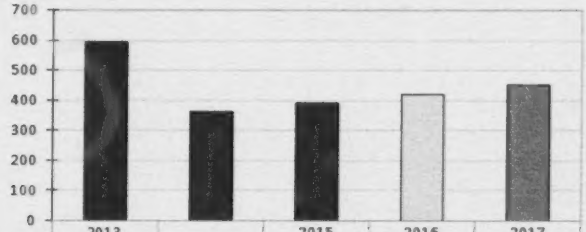
Economic Development and Culture (EDC) advances the City's prosperity, opportunity and livability by creating a thriving environment for businesses and culture.

Fast Facts

- Re-affirmed commitment to increase per capita spending on the arts in Toronto from $18 to $25 over the next three years.
- Partnering with Provincial and Federal governments, EDC will successfully deliver Pan/ Parapan Am Celebration and Showcase events in 2015.
- EDC manages 40 heritage properties and 200 Public Art Installations.

Trends:

Toronto Events Supported by Events Programming



	2013 Actual	2014 Actuals	2015 Target	2016 Plan	2017 Plan
# Toronto events supported by events programming	594	360	390	420	450

- The number of cultural events will increase through 2017 as a result of Pan Am Celebration events, investments in City venues, and revitalization of City museums.

2014 Key Service Accomplishments

Economic Development Competitiveness Services

- Established 4 new BIAs (Ossington, Dufferin-Wingold, Midtown Yonge, and Bayview Leaside) and expanded 1 existing BIA.
- Delivered over $6.0 million in BIA streetscape improvement projects.
- Completed a high level feasibility study in consideration of the City of Toronto hosting the 2024 summer Olympic Games.
- Based on work done in 2013, Toronto was selected as the Intelligent Community of the Year 2014 by the Intelligent Community Forum (ICF) at its annual summit in New York.

Cultural Services

- Implemented 2014 objectives of the *Creative Capital Gains* strategy based on the Phase-In plan adopted by Council in June 2013.
- Hosted World Pride 2014 in partnership with Pride Toronto and Tourism Toronto.
- Increased City grant support to arts and culture through Toronto Arts Council by a total of $1.8 million that leveraged an additional $4.0 million.
- Supported the City's preparations for hosting the 2015 Pan/Parapan Games by planning a Public Celebration and Cultural Festival, a Host City Welcome and Engagement Program, Rio de Janeiro Friendship City program, Export Development Showcase Project and Toronto Global Forum Showcase Project.

Business Services

- Facilitated new industrial/commercial office investment activity through the completion of 30 Gold Star projects, resulting in $500 million in investment value, the construction/renovation of 4 million square feet of floor space, and 6,000 jobs retained or attracted to the city.
- Served 30,000 entrepreneurs, prospective entrepreneurs and established micro-business owners via business consultations, business incubation support, training and workshops.

Our Service Deliverables for 2015

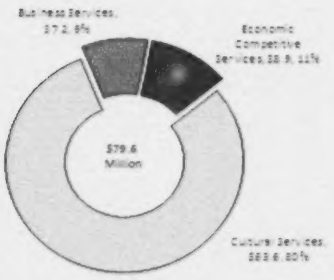
EDC's services span the continuum between the economic development and cultural vibrancy of the City to capture the benefits of these linked forces. The programs are guided by two main strategies which are Collaborating for Competitiveness – A Strategic Plan for Accelerating Economic Growth and Job Creation in Toronto 2013 (C for C) and Creative Capital Gains 2011 (CCG). Both are designed to advance the City's prosperity, opportunity, and livability by creating an environment in which business and culture can thrive.

The 2015 Operating Budget will enable staff to:

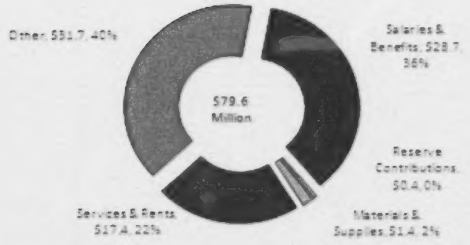
- Serve 30,000 entrepreneurs, prospective entrepreneurs and established micro business owners via Enterprise Toronto inquiry and business registration services, one-on-one business consultations, seminars, special events and outreach activities.
- Sustain City grants support to arts and culture.
- Support the preparations to host the 2015 Pan/Parapan Am Games.
- Launch the new Toronto Information Centre in Union Station to profile Toronto's economic and cultural landscape.
- Increase the arts and culture spending from $18 to $25 per capita by 2017, achieving 92% of the target in 2015.
- Conduct a range of programs and initiatives that expand Toronto's key economic sectors.

Where the money goes:

2015 Budget by Service
$79.6 Million

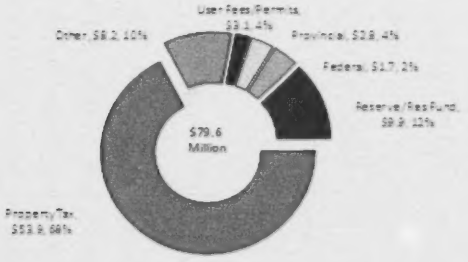


2015 Budget by Expenditure Category


Other, $31.7, 40%
Salaries & Benefits, $28.7, 36%
$79.6 Million
Reserve Contributions, $0.4, 0%
Services & Rents, $17.4, 22%
Materials & Supplies, $1.4, 2%

Where the money comes from:

2015 Budget by Funding Source



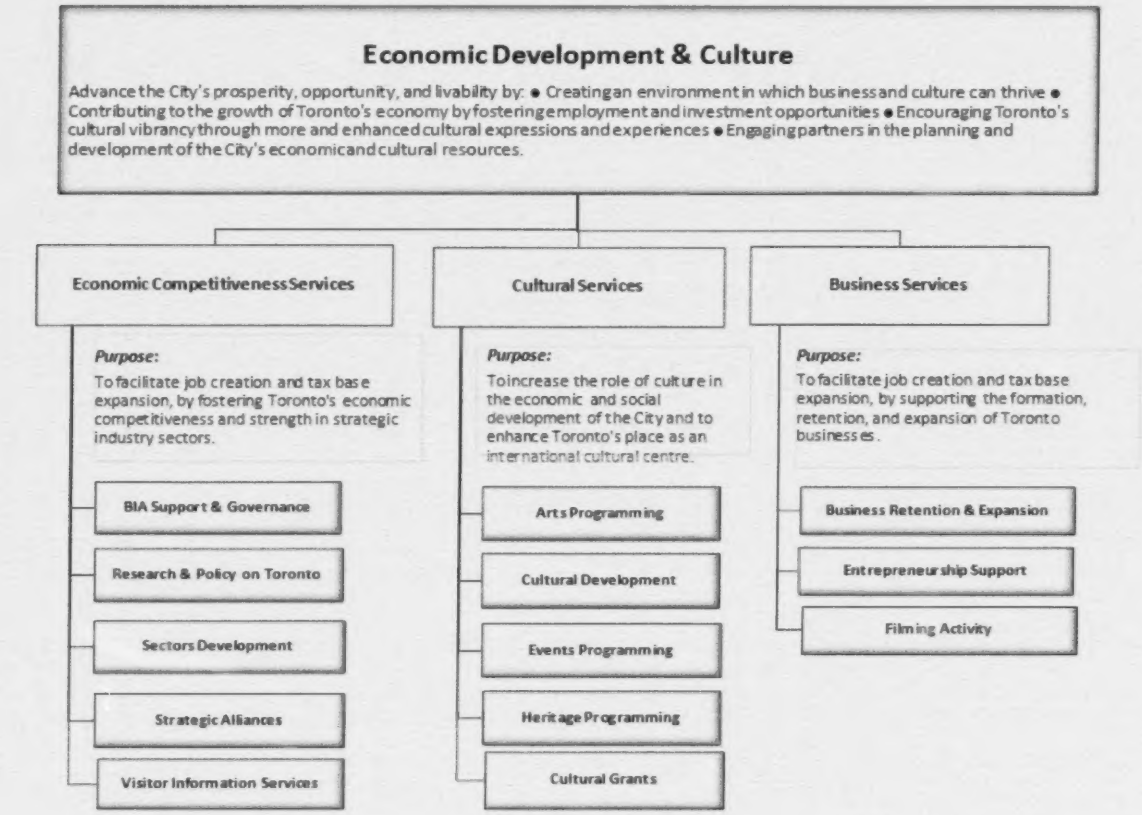
Our Key Challenges & Priority Actions

- Continue to address economic competitiveness opportunities focusing on art sector development, delivering economical and cultural services for the Pan Am Games and supporting BIA growth.
- Support the growth of private enterprise by providing funding for entrepreneur-led business incubation.
- Address the historic cultural under-investment by investing strategically to expand culture and arts spending as directed by City Council with an additional $2.0 million in 2015.
- Increase public service by opening the Union Station Toronto Information Centre.
- Meet the need for additional support as the number of BIAs has grown from 45 to 80 between 2003 and 2014 and continues to grow.

2015 Operating Budget Highlights

- Current commitment to increase spending on the arts in the City of Toronto from $18 to $25 per capita by 2017 with $2.0 million of increased funding in 2015.
- Partner with Provincial and Federal governments to successfully deliver Pan Am/ Parapan Celebration and Showcase events funded from Provincial and Federal grants and Special Events Reserves.
- Serve 30,000 entrepreneurs and established micro-business owners via business consultations, business incubation support, and training and workshops.
- Provide legislative oversight and professional advice to 80 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Partner with cultural and community groups in South Etobicoke to deliver a Cultural Hotspot program in that community.

Program Map


Economic Development & Culture
Advance the City's prosperity, opportunity, and livability by: • Creating an environment in which business and culture can thrive • Contributing to the growth of Toronto's economy by fostering employment and investment opportunities • Encouraging Toronto's cultural vibrancy through more and enhanced cultural expressions and experiences • Engaging partners in the planning and development of the City's economic and cultural resources.
Economic Competitiveness Services
Purpose:
To facilitate job creation and tax base expansion, by fostering Toronto's economic competitiveness and strength in strategic industry sectors.
BIA Support & Governance
Research & Policy on Toronto
Sectors Development
Strategic Alliances
Visitor Information Services
Cultural Services
Purpose:
To increase the role of culture in the economic and social development of the City and to enhance Toronto's place as an international cultural centre.
Arts Programming
Cultural Development
Events Programming
Heritage Programming
Cultural Grants
Business Services
Purpose:
To facilitate job creation and tax base expansion, by supporting the formation, retention, and expansion of Toronto businesses.
Business Retention & Expansion
Entrepreneurship Support
Filming Activity

Legend:

Program | Service | Activity

Service Customers

Economic Competiveness Services
- Business and Labour Organizations
- Sectors
- Business Improvement Areas
- Canadian, International, and Toronto businesses, residents, and visitors
- Academia
- Mayor's Office and members of Council
- City Manager's Office & Divisions, Agencies
- Other Orders of Government and municipalities

Cultural Services
- Local and international businesses and events
- Not-for-profit groups
- Residents
- Visitors
- Arts and cultural organizations

Business Services
- Local real estate, investment, and development community
- Business groups and associations (incl. Business Improvement Areas, film producers, foreign studios/independent production houses, incubators, local industrial/business alliances and organizations)
- Business owners, managers, and entrepreneurs
- Film festivals
- Insustry associations (Union and guild members, hospitality)
- Not-for-profit organizations
- Other orders of government

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget			2015 vs. 2014		Incremental Change			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	Budget Approved Changes		2016 Plan		2017 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Economic Competitiveness Services											
Gross Expenditures	9,080.8	7,875.0	8,858.7		8,858.7	(222.1)	(2.4%)	(1,643.7)	(18.6%)	4.3	0.0%
Revenue	3,391.3	2,084.7	3,399.5		3,399.5	8.3	0.2%	(1,679.7)	(49.4%)	(159.9)	(4.9%)
Net Expenditures	5,689.5	5,790.3	5,459.1	-	5,459.1	(230.4)	(4.0%)	35.9	0.7%	164.3	2.9%
Cultural Services											
Gross Expenditures	56,720.1	54,500.0	57,080.5	6,500.0	63,580.5	6,860.4	12.1%	(3,186.3)	(5.0%)	2,007.0	3.1%
Revenue	17,212.9	14,980.8	16,332.7	2,500.0	18,832.7	1,619.8	9.4%	(8,096.7)	(43.0%)	(3,499.6)	(22.8%)
Net Expenditures	39,507.2	39,519.2	40,747.8	4,000.0	44,747.8	5,240.6	13.3%	4,910.5	11.0%	5,506.7	11.0%
Business Services											
Gross Expenditures	6,593.2	6,553.3	7,173.8		7,173.8	580.7	8.8%	(847.7)	(11.8%)	13.7	0.2%
Revenue	3,097.0	3,177.2	3,512.0		3,512.0	415.0	13.4%	(918.8)	(26.2%)	13.8	0.4%
Net Expenditures	3,496.2	3,376.1	3,661.8	-	3,661.8	165.7	4.7%	71.0	1.9%	(0.0)	0.0%
Total											
Gross Expenditures	72,394.1	68,928.3	73,113.0	6,500.0	79,613.0	7,218.9	10.0%	(5,677.7)	(7.1%)	2,025.1	2.5%
Revenue	23,701.2	20,242.7	23,244.3	2,500.0	25,744.3	2,043.1	8.6%	(10,695.2)	(41.5%)	(3,645.8)	(16.5%)
Total Net Expenditures	48,692.9	48,685.6	49,868.8	4,000.0	53,868.7	5,175.8	10.6%	5,017.4	9.3%	5,670.9	9.5%
Approved Positions	305.0	293.7	309.6		309.6	4.6	1.5%	(10.1)	(3.3%)		

The 2015 Operating Budget for Economic Development and Culture is $79.613 million gross and $53.869 million net. The net budget increased by $5.176 million or 10.6% due to the following:

- Base pressures of $1.176 million net which were mainly due to $1.673 million in net inflationary increases to salaries and benefits.
- The program increased sponsorship and film office revenues by $0.200 million and reversed Major Civic Theatres Strategic and Business Plan one-time funding of $0.200 million.
- The 2015 Operating Budget includes funding of $4.0 million net for New and Enhanced Services as EDC phases in a tax-supported budget for arts and culture funding while maintaining the same level of grants.
- The 2016 and 2017 Plans reflect the continued Cultural tax funding phase-in to achieve and sustain a $25 per capita investment, achieving 92% of the target in 2015.

Table 2
2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total Service Changes			Incremental Change			
	Economic Competitiveness Services		Cultural Services		Business Services		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
$25 Per Capita Arts and Culture Spending Phase-In Plan:													
Toronto Arts Council Operations - Funding Source		200.0						200.0					
Toronto Arts Council Grant Funding Source		2,800.0						2,800.0					
Major Cultural Org Grants Funding Source		600.0						600.0					
Local Arts Service Org Grants Funding Source		100.0						100.0					
Cultural Partnership Funding Source		300.0						300.0					
Nuit Blanche additional Program Marketing	600.0						600.0						
Pan Am Nathan Phillips Square Cultural Celebration	4,500.0						4,500.0						
Pan Am NPS Cultural Celebration Additional Federal Funding	1,400.0						1,400.0						
Culture Funding Phase-In										5,000.0	2.0	5,500.0	
Total	6,500.0	4,000.0					6,500.0	4,000.0		5,000.0	2.0	5,500.0	

In the 2015 Operating Budget there is a re-affirmed commitment to increase spending on the arts in Toronto from $18 to $25 per capita over the next three years. This commitment is captured in New and Enhanced Services of the 2015 Operating Budget in order to reflect the phasing in of a tax supported level of service while maintaining the same level of grants.

Enhanced Service Priorities ($6.5million gross and $4.0 million net)

$25 Per Capita Arts and Culture Funding Phase-In Plan ($0.0 million gross and $4.0 million net)

- Supporting the City's strategic action to invest in culture and align with a Creative Capital Gains Strategy, the 2015 Operating Budget for EDC includes the conversion of the 2014 grant increases from one-time sign tax revenue funding to ongoing tax base funding.
  - Toronto Arts Council (TAC) Operations - Funding Source ($0 gross and $0.200 million net).
  - Toronto Arts Council (TCA) Grant Funding Source ($0 gross and $2.800 million net).
  - Major Cultural Organizations Grants Funding Source ($0 gross and $0.600 million net).
  - Local Arts Service Organizations Grants - Funding Source ($0 gross and $0.100 million net).
  - Cultural Partnership Funding Source ($0 gross and $0.300 million net).

Nuit Blanche Additional Program Marketing ($0.6 million gross and $0.0 million net)

- The third party-funded Nuit Blanche event continues to grow in importance as a cultural event in Toronto with a million people attending in 2014, including close to 200,000 tourists, generating $40 million in economic impact for the City.

Pan Am Games Showcase Projects ($5.9 million gross and $0.0 million net)

- This additional one-time funding is for event production and staffing costs to support the TO2015 Host City Showcase Program and to represent the City as part of the Games experience. Nathan Phillips Square will be at the centre of the free public celebrations. New funding for this project is detailed below bringing the total funding to $8.331 million.
  - $2.5 million from TO2015, the Games organizers.
  - $1.4 million from the Federal Government.
  - $2.0 million from the Ontario Government.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase				2017 - Incremental Increase			
	Gross Expense	Revenue	Net Expense	# Positions	Gross Expense	Revenue	Net Expense	# Positions
Known Impacts:								
Impact of PY Approval - Fort York Visitor Centre Magna Carta Exhibition	(569.5)	(650.0)	80.5					
Impact of PY Approval - Starter Company Program reduction in funding	(192.5)	(192.5)						
COLA and Fringe Benefits								
Progression Pay & Step Increases								
Base Complement Adjustments	(73.1)		(73.1)		3.3		3.3	
Annualization of Union Station Toronto Info Centre					164.0		164.0	
Business Incubation & Community Economic Development	13.4	13.4			13.6	13.6		
Luminous Veil increased operating impact	10.0		10.0					
Reversal of one-time Pan Am related expenses	(9,866.0)	(9,866.0)		(12.1)	(160.0)	(160.0)		
Cultural Funding Phase-In	5,000.0		5,000.0	2.0	2,000.0	(3,500.0)	5,500.0	
Sub-Total	(5,677.7)	(10,695.1)	5,017.4	(10.1)	2,020.8	(3,646.4)	5,667.3	
Anticipated Impacts:								
Economic Factors					4.3	0.7	3.6	
Sub-Total					4.3	0.7	3.6	
Total Incremental Impact	(5,677.7)	(10,695.1)	5,017.4	(10.1)	2,025.1	(3,645.8)	5,670.9	

Future year incremental costs are primarily attributed to the following:

Known Impacts

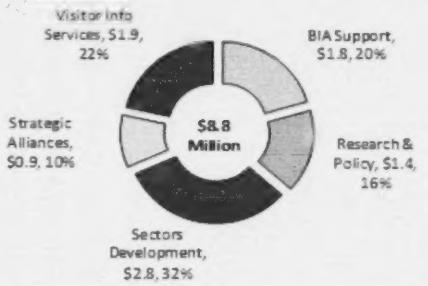
- Prior Year Approval for the Fort York Visitor Centre Magna Carta Exhibition results in incremental costs of $0.081 million in 2016.
- Base complement adjustments will result in a $0.073 million reduction in pressures in 2016.
- Utility costs for Prince Edward Viaduct Illumination (Luminous Veil) installation will add $0.010 million to pressures in 2016.
- The conversion to tax-supported funding for the Cultural Phase-in increases to $15.5 million in 2016 and $17.5 million in 2017.

Anticipated Impacts

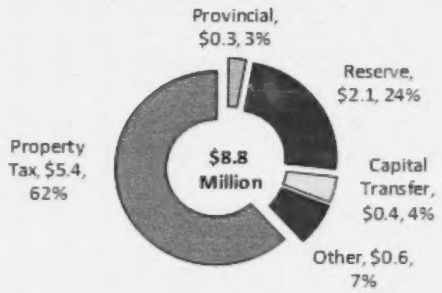
- Additional Economic Factor of $0.036 million for 2017 is included.

2015 Budget by Service: Economic Competitiveness Services

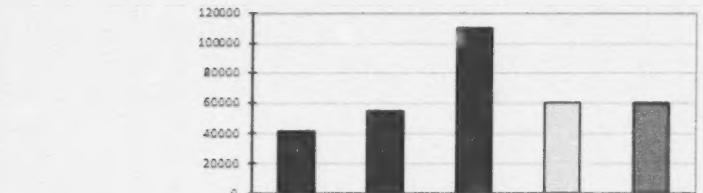
2015 Service Budget by Activity


Visitor Info Services, $1.9, 22%
BIA Support, $1.8, 20%
Strategic Alliances, $0.9, 10%
$8.8 Million
Research & Policy, $1.4, 16%
Sectors Development, $2.8, 32%

Service by Funding Source



of visitors to the GTA receiving consultations



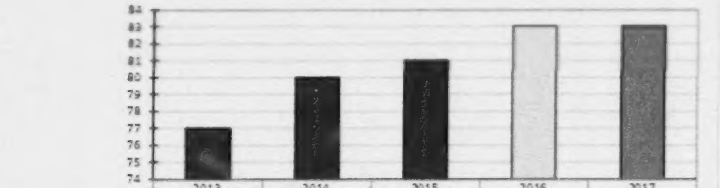
- Recreation has improved its program utilization through the Business Transformation project that has led to increased monitoring and quality assurance.
- Community Recreation will continue to strive to provide quality programming that is locally responsive.

2015 Service Levels
Economic Competitiveness Services

Activity	Sub Activity/Type	Status	2013	2014	Recommended 2015
Economic Competitiveness Services					
BIA Support & Governance	Legislative Oversight	Approved	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.		Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.
		Actual	Audited financial statements, annual budgets submitted, annual general meetings held within approved timeframes 99 % of the time.	Audited financial statements, annual budgets submitted, annual general meetings held within approved timeframes 99 % of the time.	n.a.
	Professional Advice and Support	Approved	BIA Office will continue to be challenged with maintaining service levels as a result of loss of staff person and the expected addition of 3 new BIAs in 2013.	Respond to requests from 80 BIA Boards of Management within 24 hours	Respond to requests from BIA Boards of Management within 24 hours 100% of the time.
		Actual	BIA Office will continue to be challenged with maintaining service levels as a result of loss of staff person and the expected addition of 3 new BIAs in 2013.	Respond to requests form 80 BIA Boards of Management within 24 hours	n.a.
	Design and Construction Services	Approved	Achieve a 75% completion rate for Capital Projects		Achieve a 75% completion rate for Capital Projects
		Actual	Achieved a 75% completion rate for Capital Projects	Achieved a 75% completion rate for Capital Projects	n.a.
	Funding	Approved	Approve, administer and complete 60 projects		Approve, administer and complete 60 projects
		Actual	60 projects approved, administered and completed.	60 projects approved, administered and completed.	n.a.
Research & Policy on Toronto	City-wide Economic Strategy Advice and Consultation	Approved	Meet project deadline 100% of the time.	Meet deadline for up to 40 projects 100% of the time.	Meet project deadlines 100% of the time.
		Actual	Meet project deadlines 100% of the time.	Met deadline for 35 projects 100% of the time.	n.a.
	Economic Bench Marking "Best Practices"	Approved	Meet project deadline 100% of the time.	Meet deadline for up to 10 projects 100% of the time.	Meet project deadlines 100% of the time.
		Actual	Meet project deadline 100% of the time.	Met deadline for up to 10 projects 100% of the time.	n.a.
	Economic Overview	Approved	Meet project deadline 100% of the time.	Meet deadline for up to 25 projects 100% of the time.	Meet project deadlines 100% of the time.
		Actual	Meet project deadline 100% of the time.	Met deadline for 25 projects 100% of the time.	n.a.
	Intergovernmental Economic Project Support	Approved	Meet project deadline 100% of the time.	Meet deadline for up to 5 projects 100% of the time.	Meet project deadlines 100% of the time.
		Actual	Meet project deadline 100% of the time.	Met deadline for 3 projects 100% of the time.	n.a.
	Research Enquiries (Internal and External)	Approved	Respond to enquiry request within one business day 95% of the time.	Respond to an average of 925 requests annually, each within one business day 95% of the time.	Meet project deadlines 100% of the time.
		Actual	Meet project deadline 100% of the time.	Responded to an 925 request, each within one business day 95% of the time.	n.a.
Sectors Development	Business to Business collaboration	Approved	Consult with and/or provide assistance to 300 companies.		Consult with and/or provide assistance to 300 companies.
		Actual	Consulted with and/or provide assistance to 300 companies.	Consulted with and/or provide assistance to 300 companies.	n.a.
	Economic Sectors Advocacy and Promotion	Approved	Complete 55 projects. Leveraging $1.5 million annually.		Complete 55 projects. Leveraging $1.5 million annually.
		Actual	Completed 55 projects. Leveraging $1.5 million annually.	Completed 55 projects. Leveraging $1.5 million annually.	
	Economic Sectors Support	Approved	Meet project deadline 100% of the time.	Meet project deadline for 20 projects 100% of the time.	Meet project deadline for 20 projects 100% of the time.
		Actual	Meet project deadline 100% of the time.	Met project deadline for 20 projects 100% of the time.	n.a.
Strategic Alliances	Business Visiting and Assistance	Approved	Add 40 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.
		Actual	Add 40 new companies to Business Opportunities Bulletin Board.	Added 10 new companies to Business Opportunities Bulletin Board.	n.a.
	City to City Alliances	Approved	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects.
		Actual	Undertook 5 partnership/friendship City Economic Development projects.	Undertook 5 partnership/friendship City Economic Development projects.	n.a.
	Export Assistance and Facilitation	Approved	Provide export assistance/facilitation to 100 clients.		Provide export assistance/facilitation to 100 clients.
		Actual	Provided export assistance/facilitation to 100 clients.	Provided export assistance/facilitation to 125 clients.	n.a.
Visitor Information Services	Consultations with visitors (public interaction)	Approved	36,000 people served with accurate information and advice	Provide 100,000 people with accurate information and advice	Provide 250,000 people with accurate information and advice
		Actual	36,000 people served with accurate information and advice	Provided 75,000 people with accurate information and advice	n.a.
	Event Calendar Maintenance	Approved	Post 2300 events	Post 2300 events	Post 2300 events
		Actual	Post 2300 events	Posted 2300 events	n.a.
	Hospitality Excellence Program development and coordination (Make user expecting your)	Approved	Train at least 50 organizations on WBEY principles; Attract at least 1000 visits to WBEY industry resource website; Distribute 125,000 pieces of WBEY messaging collateral; Reach 92 million impressions on welcome messages	Engage 300 organizations in Hospitality Excellence Program (WBEY).	Engage 1000 organizations in Hospitality Excellence program
		Actual	Train at least 50 organizations on WBEY principles; Attract at least 1000 visits to WBEY industry resource website; Distribute 125,000 pieces of WBEY messaging collateral; Reach 92 million impressions on welcome messages	Engaged 300 organizations in Hospitality Excellence Program (WBEY).	n.a.
	Maps and Information Products (Print/Web/Kiosk)	Approved	Raise sufficient sponsorships to print/distribute 800,000		Raise 100% of sponsorship required to print and distribute 800,000 maps
		Actual	Raised sufficient sponsorships to print/distribute 800,000 maps	Raised sponsorships for 80,000 distribution	n.a.
	Neighbourhood tour coordination (TAP and TO)	Approved	Train at least 775 visitors with volunteers offering tours	Train at least 775 visitors with volunteers offering tours	Train at least 775 visitors with volunteers offering tours
		Actual	Train at least 775 visitors with volunteers offering tours	Trained 775 visitors	n.a.

Service Performance

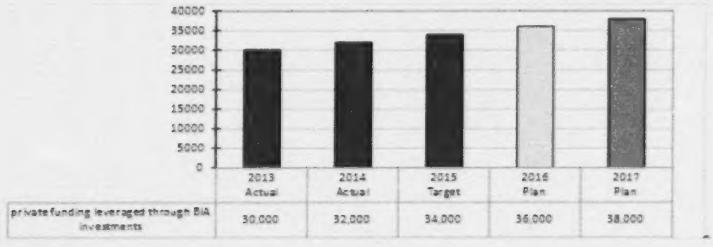
BIA Support and Governance # of BIAs created/supported



	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
# BIAs created/supported	77	80	81	83	83

- City of Toronto staff works with BIAs to ensure compliance with legislative *requirements and support their on-*going activities.
- This measure indicates the number of BIAs being created and requiring staff support.
- As the growth in the number of BIAs continues, growth in the resources is required to support them.

Private funding leveraged through BIA investments



	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
private funding leveraged through BIA investments	30,000	32,000	34,000	36,000	38,000

- Leisure programs include skating, aquatics, arts and general interest.
- The cost per participant of a leisure program has been stead between 2012 and 2014, and future years are projected to increase due to cost-of-living adjustments to expenses.

2015 Service Budget by Activity

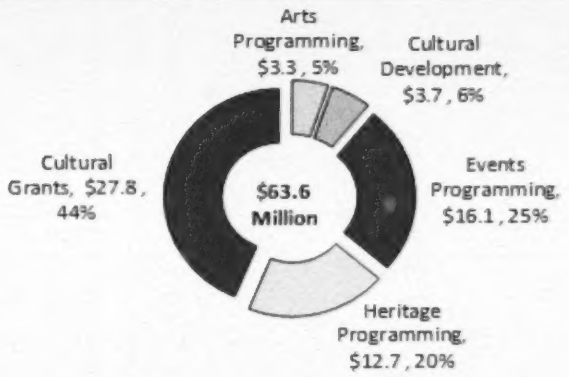
($000s)	2014 Approved Budget	2015 Operating Budget									Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
BIA Support & Governance	1,788.7	1,806.8		1,806.8	18.1	1.0%		1,806.8	18.1	1.0%	(216.2)	-12.0%	0.0	0.0%
Research & Policy on Toronto	1,454.9	1,417.6		1,417.6	(37.3)	(2.6%)		1,417.6	(37.3)	(2.6%)	(38.6)	-2.7%	0.0	0.0%
Sectors Development	3,215.1	2,793.2		2,793.2	(421.9)	(13.1%)		2,793.2	(421.9)	(13.1%)	(598.5)	-21.4%	0.2	0.0%
Strategic Alliances	994.0	897.2		897.2	(96.8)	(9.7%)		897.2	(96.8)	(9.7%)	(198.8)	-22.2%	(160.0)	(22.9%)
Visitor Information Services	1,628.1	1,943.9		1,943.9	315.8	19.4%		1,943.9	315.8	19.4%	(591.7)	-30.4%	164.1	12.1%
Total Gross Exp.	9,080.8	8,858.7		8,858.7	(222.1)	(2.4%)		8,858.7	(222.1)	(2.4%)	(1,643.7)	-18.6%	4.3	0.1%
REVENUE														
BIA Support & Governance	690.3	590.3		590.3	(100.0)	(14.5%)		590.3	(100.0)	(14.5%)	(200.0)	-33.9%	0.0	0.0%
Research & Policy on Toronto	32.5	32.5		32.5				32.5					0.0	0.0%
Sectors Development	1,043.7	734.6		734.6	(309.1)	(29.6%)		734.6	(309.1)	(29.6%)	(639.6)	-87.1%	0.0	0.0%
Strategic Alliances	397.0	489.5		489.5	92.5	23.3%		489.5	92.5	23.3%	(196.0)	-40.0%	(160.0)	(54.5%)
Visitor Information Services	1,227.8	1,552.6		1,552.6	324.8	26.5%		1,552.6	324.8	26.5%	(644.0)	-41.5%	0.1	0.0%
Total Revenues	3,391.3	3,399.5		3,399.5	8.3	0.2%		3,399.5	8.3	0.2%	(1,679.7)	-49.4%	(159.9)	(10.3%)
NET EXP.														
BIA Support & Governance	1,098.5	1,216.5		1,216.5	118.1	10.7%		1,216.5	118.1	10.7%	(16.2)	-1.3%	0.0	0.0%
Research & Policy on Toronto	1,422.4	1,385.1		1,385.1	(37.3)	(2.6%)		1,385.1	(37.3)	(2.6%)	(38.6)	-2.8%	0.0	0.0%
Sectors Development	2,171.4	2,058.5		2,058.5	(112.8)	(5.2%)		2,058.5	(112.8)	(5.2%)	41.1	2.0%	0.2	0.0%
Strategic Alliances	597.0	407.7		407.7	(189.3)	(31.7%)		407.7	(189.3)	(31.7%)	(2.8)	-0.7%	0.0	0.0%
Visitor Information Services	400.3	391.3		391.3	(9.0)	(2.3%)		391.3	(9.0)	(2.3%)	52.4	13.4%	164.0	37.0%
Total Net Exp.	5,689.5	5,459.1		5,459.1	(230.4)	(4.0%)		5,459.1	(230.4)	(4.0%)	35.9	0.7%	164.3	2.9%
Approved Positions	52.4	58.2		58.2	5.8	11.1%		58.2	5.8	11.1%	(7.1)	-12.1%		

The 2015 Operating Budget for ***Economic Competitiveness Services*** of $8.859 million gross and $5.459 million net is $0.230 million or 4% below the 2014 Approved Net Budget.

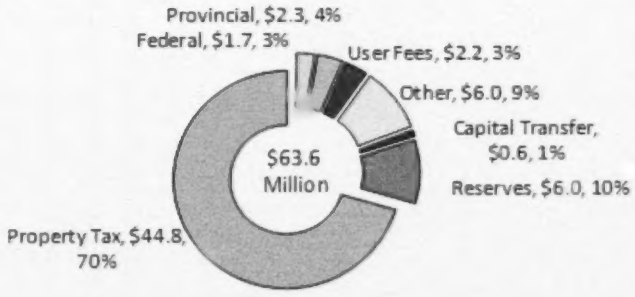
- Economic Competitiveness Services facilitates job creation and tax base expansion by fostering Toronto's economic competitiveness and strength in strategic industry sectors.
- It also provides legislative oversight and professional advice to 80 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- It continues to accelerate economic growth and job creation in Toronto by implementing the strategic plan "Collaborating for Competitiveness".
- The reversal of one-time set-up costs of $0.116 million net for operations at Union Station Toronto Information Centre which received Prior Year Approval to be moved from the Atrium on Bay to Union Station takes pressure off the 2015 Budget for Economic Competitiveness Services resulting in the 2015 Operating Budget 4.0% below the 2014 Approved Budget for this service.
- Also partially mitigating the base budget pressures were increased Sponsorship revenues of $0.050 million.

2015 Budget by Service: Cultural Services

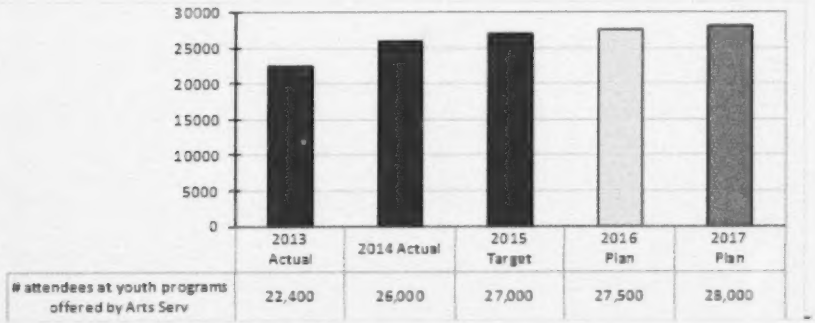
2015 Service Budget by Activity



Service by Funding Source



Attendees at youth programs offered by Arts Services



	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
# attendees at youth programs offered by Arts Serv	22,400	26,000	27,000	27,500	28,000

- Arts Services provides various programming focused on Toronto's youth (18-25).
- This measure indicates the number of Toronto's youth participation in programs offered by Arts Services.
- A steady increase in participation is expected over the next three years.

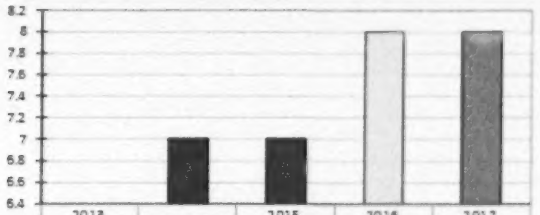
2015 Service Levels
Cultural Services

Activity	Sub-Activity/Type	Status	2013	2014	Recommended 2015
Cultural Services					
Arts Programming	Art Education classes	Approved	Provision of 310 classes per year	Provide 310 classes per year	Provide >250 classes per year
		Actual	Provision of 310 classes per year	Provided 420 classes per year	n/a
	Art Events (community organized)	Approved	Production / support of 340 events annually	Produce/support 340 events annually	Produce/support >250 events
		Actual	Production / support of 340 events annually	Produced/supported 430 events annually	n/a
	Art Exhibits (city-organized)	Approved	Provision of 45 exhibits annually	Present 45 exhibits annually	Present 90 exhibits
		Actual	Provision of 45 exhibits annually	Presented 90 exhibits annually	n/a
Cultural Development	Acquisition and conservation of artistic/artifacts collections	Approved	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publically available	Conservation undertaken at reserves for collection of 147,000 artifacts and 2000 moveable works of art to ensure state of good repair and ensure at least 75% of the City art collection is made publicly available	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available
		Actual	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publically available	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publically available	n/a
	Adaptive Reuse of Heritage Sites	Approved	Projects completed on time and on budget		Complete projects on time and on budget
		Actual	Projects completed on time and on budget	Projects completed on time and on budget	
	Cultural Facilities Maintenance and Development	Approved	Maintenance and management of 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability	Maintain and manage 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability	Maintenance and management of 40 properties total to ensure state of good repair and long term sustainability
		Actual	Maintenance and management of 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability	Maintenance and management of 40 properties total (96 buildings) including leased properties. To ensure cultural facilities are in a state of good repair and to ensure long term sustainability	n/a
	Cultural Research and Cultural Advocacy	Approved	Provide documents in a timely manner to meet expectations and aid in supporting strategic goals and objectives		Maintain and manage 40 properties to ensure a state of good repair and long term sustainability
		Actual	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives	n/a
	Public Art Selection, Location and maintenance	Approved	Manage an average of 15 art projects per annum		Manage an average of 15 art projects per annum
		Actual	Average of 15 art projects in process per annum	Average of 15 art projects in process per annum	n/a
Events Programming	Community event coordination (3rd Party)	Approved	Provision of timely support to community groups wanting to produce an event on city property	Provide timely support to an average of 750 community groups wanting to produce an event on city property	Provide support to an average of 750 community groups wanting to produce an event on city property
		Actual	Provision of timely support to community groups wanting to produce an event on city property	Provide timely support to an average of 750 community groups wanting to produce an event on city property	n/a
	Design and Delivery of Events	Approved	Production of 6 signature events contributing to 64 events days, on time and on budget	Produce 6 signature events providing 73 days of programming, on time and on budget	Produce signature events and days programming, on time and on budget 100% of the time
		Actual	Production of 6 signature events contributing to 64 events days, on time and on budget	Produce 6 signature events providing 73 days of programming, on time and on budget	n/a
Heritage Programming & Support	Museum & Heritage Programs	Approved	Cultural resource management and development of Toronto's heritage facilities and artifact collection and delivery of a wide range of cultural programs to promote heritage and engage Torontonians actively in their history	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history	Manage, develop and deliver programming 12 heritage facilities
		Actual	Cultural resource management and development of Toronto's heritage facilities and artifact collection and delivery of a wide range of cultural programs to promote heritage and engage Torontonians actively in their history	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history	n/a
Cultural Grants	Toronto Arts Council Grant Program	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a
	Toronto Arts Council Operation Program	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a
	Major Culture Organizations	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a
	Royal Winter Fair	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a
	Local Art Services Organizations	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in	Review process completed and Council approved grants in 4	n/a
	Museums	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in	Review process completed and Council approved grants in 4	n/a
	Arcadce	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a
	Culture Build	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a
	Glen Gould Foundation Award	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a
	Luso Canzon	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n/a

Service Performance

Cultural Grants

% overall revenue contribution of cultural grant recipients



	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
% overall revenue contribution of cultural grant recipient		7	7	8	8

- Through Grants Programming, EDC provides funding to Toronto's cultural organizations and programs to encourage dynamic cultural places, spaces and programs across the City.
- EDC's grant funding allows Toronto's cultural organizations and programs to secure funding from additional partners and generate further revenues.

Heritage Programming

$ Revenue from fee-based programs

	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
$ revenue from fee-based programs	944,354	735,511	675,000	700,000	725,000

- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- The decrease in target revenue for 2015 is a result of an increase in 2013 and 2014 attributed to the Bi-Centennial celebrations.
- A steady increase is expected between 2015 and 2017.

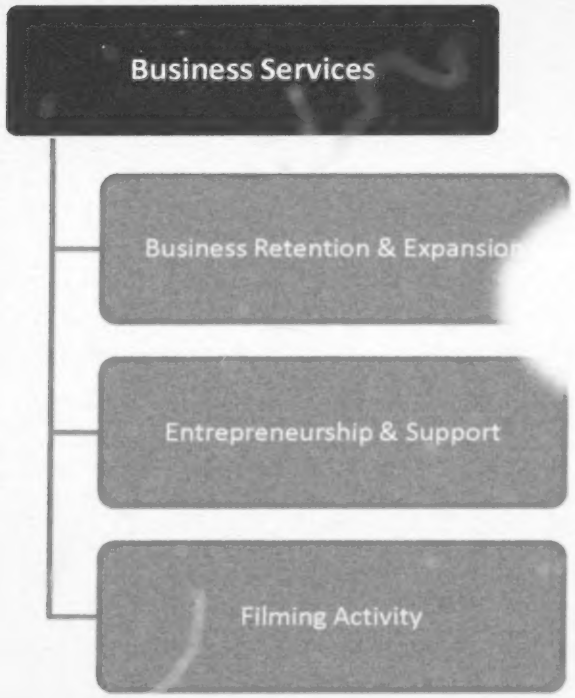
2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Arts Programming	3,085.0	3,274.4		3,274.4	189.3	6.1%		3,274.4	189.3	6.1%	35.1	1.1%	3.4	0.1%
Cultural Development	3,812.9	3,663.3		3,663.3	(149.6)	(3.9%)		3,663.3	(149.6)	(3.9%)	33.8	0.9%	0.1	0.0%
Events Programming	8,355.5	9,637.1		9,637.1	1,281.6	15.3%	6,500.0	16,137.1	7,781.6	93.1%	(7,659.4)	-47.5%	0.3	0.0%
Heritage Programming	13,620.9	12,664.5		12,664.5	(956.4)	(7.0%)		12,664.5	(956.4)	(7.0%)	(395.6)	-3.1%	0.5	0.0%
Cultural Grants	27,845.8	27,841.2		27,841.2	(4.6)	(0.0%)		27,841.2	(4.6)	(0.0%)	4,799.9	17.2%	2,002.8	6.1%
Total Gross Exp.	56,720.1	57,080.5		57,080.5	360.4	0.6%	6,500.0	63,580.5	6,860.4	12.1%	(3,186.3)	-5.0%	2,007.1	3.2%
REVENUE														
Arts Programming	610.1	613.1		613.1	3.0	0.5%		613.1	3.0	0.5%			(200.0)	(32.6%)
Cultural Development	1,408.7	1,379.7		1,379.7	(29.0)	(2.1%)	(300.0)	1,079.7	(329.0)	(23.4%)			0.0	0.0%
Events Programming	3,326.9	4,250.8		4,250.8	923.9	27.8%	6,500.0	10,750.8	7,423.9	223.1%	(7,546.7)	-70.2%	0.2	0.0%
Heritage Programming	4,967.1	3,189.1		3,189.1	(1,778.0)	(35.8%)		3,189.1	(1,778.0)	(35.8%)	(650.0)	-20.4%	0.2	0.0%
Cultural Grants	6,900.0	6,900.0		6,900.0			(3,700.0)	3,200.0	(3,700.0)	(53.6%)	100.0	3.1%	(3,300.0)	(100.0%)
Total Revenues	17,212.9	16,332.7		16,332.7	(880.2)	(5.1%)	2,500.0	18,832.7	1,619.8	9.4%	(8,096.7)	-43.0%	(3,499.6)	(48.4%)
NET EXP.														
Arts Programming	2,475.0	2,661.3		2,661.3	186.3	7.5%		2,661.3	186.3	7.5%	35.1	1.3%	203.4	7.5%
Cultural Development	2,404.2	2,283.6		2,283.6	(120.6)	(5.0%)	300.0	2,583.6	179.4	7.5%	33.8	1.3%	0.1	0.0%
Events Programming	5,028.5	5,386.3		5,386.3	357.8	7.1%		5,386.3	357.8	7.1%	(112.6)	-2.1%	0.1	0.0%
Heritage Programming	8,653.7	9,475.4		9,475.4	821.6	9.5%		9,475.4	821.6	9.5%	254.4	2.7%	0.3	0.0%
Cultural Grants	20,945.8	20,941.2		20,941.2	(4.6)	(0.0%)	3,700.0	24,641.2	3,695.4	17.6%	4,699.9	19.1%	5,302.8	18.1%
Total Net Exp.	39,507.2	40,747.8		40,747.8	1,240.5	3.1%	4,000.0	44,747.8	5,240.5	13.3%	4,910.5	11.0%	5,506.7	10.0%
Approved Positions	209.4	208.2		208.2	(1.2)	(0.6%)		208.2	(1.2)	(0.6%)	(2.9)	-1.4%		

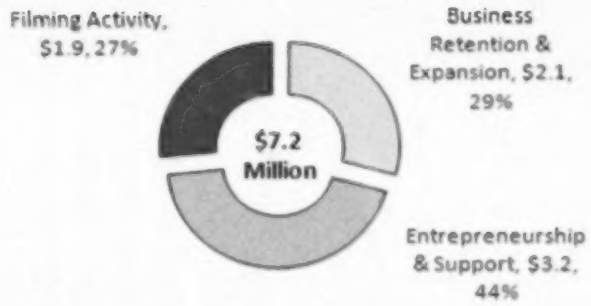
The 2015 Operating Budget for ***Cultural Services*** of $63.581 million gross and $44.748 million net is $5.241 million or 13.3% over the 2014 Approved Net Budget. As a service, Cultural Services:

- Increases the role of culture in the economic and social development of the City and enhances Toronto's place as an international cultural centre.
- Partners with cultural and community groups to deliver a Cultural Hotspot program in their community.
- Implements 2015 objectives of the *Creative Capital Gains* strategy based on the Phase-In plan adopted by Council in June 2013; and implements and markets the new branding for the City's Museums.
- Base budget pressures in Cultural Services are mainly due to increases in salaries and benefits, and cost of living adjustments (COLA) and progression pay requiring $1.263 million in additional funding.
- The balance of the funding of $4.0 million net is required for the Enhanced initiatives relating to the phasing in of the tax-supported budget while maintaining the same level of grants for the Cultural phase-in funding which increases to $12.5 million in 2015, $15.5 million in 2016, and $17.5 million in 2017. With the 2015 budget of $12.5 million, the City is $5.0 million or 8% away from completing the Cultural funding phase-in of $17.5 million by 2017.
- Partially mitigating these pressures were increased Sponsorship revenues ($0.050 million).

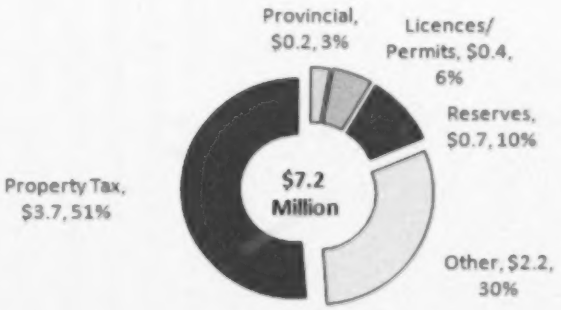
2015 Budget by Service: Business Services



2015 Service Budget by Activity



Service by Funding Source



Small business / entrepreneurs supported

	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
# small business/entrepreneurs supported	43,000	44,550	46,100	47,100	48,100

- Toronto's small business and entrepreneurs are offered assistance with their development and growth
- This measure indicates the number of small business/ / entrepreneurs that were provided service through Enterprise Toronto Offices and City-supported incubators.

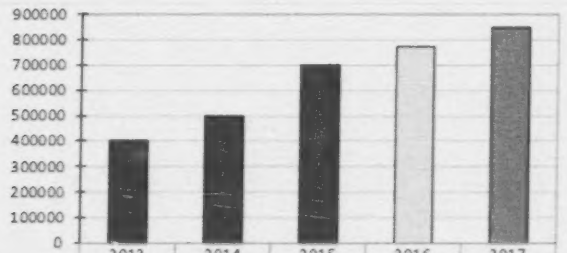
2015 Service Levels
Business Services

Activity	Sub-Activity/Type	Status	2013	2014	Recommended 2015
Business Services					
Business Retention & Expansion A6 F25	Advice & Consultation	Approved	Respond to customer within 1 business day 100% of the time	Respond to 1900 annual client requests within 1 business day 100% of the time	Respond to client requests 100% of the time
		Actual	Respond to customer within 1 business day 100% of the time	Responded to 2, 610 client requests 1000% of the time.	n.a.
	Advocacy/Development review	Approved	Respond to requests within 10 days 100 percent of the time where all information necessary to evaluate the project is available	Respond to requests to review 175 development applications within 10 days 100 percent of the time where all information necessary to evaluate the project is available	Respond to requests to review development applications within circulation timeline 100% of the time.
		Actual	Respond to requests within 10 days 100 percent of the time where all information necessary to evaluate the project is available	Responded to 175 requests to review development applications within circulation timeline 100% of the time,	n.a.
	Business incentives	Approved	IMT application review and approval within 6 months of formal application submission to EDC	12 IMT application reviews and approvals per year, each within 6 months of formal application submission to EDC	Integration, Manufacturing, Innovation, Technology(IMT) application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time
		Actual	IMT application review and approval within 6 months of formal application submission to EDC	4 IMT application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time	n.a.
	Facilitation of Commercial, Industrial and Institutional Investment Projects	Approved	Facilitate advancement and completion of 25 Gold Star projects with total investment value of $400 million	Facilitate advancement and completion of 30 Gold Star projects with total investment value of $400 million	Projected 30 Gold Star projects completion
		Actual	Facilitate advancement and completion of 25 Gold Star projects with total investment value of $400 million	30 Gold Star project completions totalling $500 million investment value.	n.a.
Entrepreneurship Support	Advice & Consultation	Approved	Maintain 80% approval rating of Enterprise Toronto clients surveyed.		Maintain 80% approval rating of Enterprise Toronto clients surveyed.
		Actual	Maintain 80% approval rating of Enterprise Toronto clients surveyed		n.a.
	Business Incubation Services	Approved	Provide timely advice, facilitation and co-ordination to leverage third party delivery of incubation services	Provide timely advice, facilitation and co-ordination for 10 organizations and the Collaborative Innovation Network to leverage third party delivery of incubation services	Provide timely advice, facilitation and co-ordination for at least 12 business incubator initiatives.
		Actual	Provide timely advice, facilitation and co-ordination to leverage third party delivery of incubation service.	Provided timely advice, facilitation and co-ordination for 10 organizations focused on third-party delivery of incubation services	n.a.
	Networks & Partnerships	Approved	Meet annual revenue targets 100 per cent of the time	Meet annual revenue target of $450,000 100 per cent of the time	Meet 100% of annual revenue target.
		Actual	Meet annual revenue targets 100% of the time.	Exceeded revenue target by raising $518,000 in external funding for programming	n.a.
	Business Registrations	Approved	Process business registrations within 24 hours 98 per cent of the time	Process 3000 business registrations annually, each within 24 hours 98% of the time.	Process business registrations within 24hrs 98% of the time.
		Actual	Process business registrations within 24 hours 98% of the time.		n.a.
	Training	Approved	Produce and deliver 120 business information and training sessions	Produce and deliver 160 business information and training sessions.	Produce and deliver 175 business information and training sessions.
		Actual	Produce and deliver 120 business information and training sessions	Produced and deliver 160 business information and training sessions.	n.a.
Firming Activity	Film Permitting	Approved	Issue permit in 48 hours / 2 business days or in agreed upon time, 100% of the time	Issue 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time.
		Actual	Issue permit in 48 hours / 2 business days or in agreed upon time, 100% of the time.	Issued 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time.	n.a.

Service Performance

Business Retention & Expansion

$ investment projects facilitated

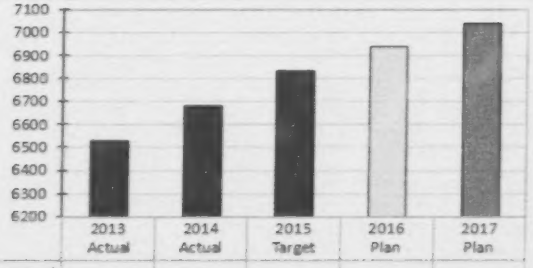


	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
$ investment projects facilitated	400,000	500,000	700,000	770,000	847,000

- The retention and growth of business in Toronto supported by Business Retention & Expansion services results in investment in Toronto, and its economy.
- The measure indicates the investment in Toronto as a result of a business remaining or expanding in Toronto, with support from EDC.
- There is an expected growth in investment over the next several years however, various factors may impact this growth.

Entrepreneurship Support

 # Net jobs created and retained annually



	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
# net jobs created and retained annually	6,531	6,683	6,835	6,935	7,035

- Various services and programs offered through Enterprise Toronto and City-supported incubators support the creation and retention of jobs in Toronto.
- This measure indicates the numbers of jobs created or retained in Toronto businesses that were supported by Entrepreneurship Support services (business consultation and registration, incubation funded infrastructure).

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	Rec'd Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Business Retention & Expansion	1,922.5	2,099.4		2,099.4	176.9	9.2%		2,099.4	176.9	9.2%	(7.8)	-0.4%	0.0	0.0%
Entrepreneurship Support	2,948.2	3,161.3		3,161.3	213.1	7.2%		3,161.3	213.1	7.2%	(789.0)	-25.0%	13.7	0.6%
Filming Activity	1,722.4	1,913.1		1,913.1	190.7	11.1%		1,913.1	190.7	11.1%	(50.8)	-2.7%	0.0	0.0%
Total Gross Exp.	6,593.2	7,173.8		7,173.8	580.7	8.8%		7,173.8	580.7	8.8%	(847.7)	-11.8%	13.7	0.2%
REVENUE														
Business Retention & Expansion						-				-		-		-
Entrepreneurship Support	2,790.0	3,005.0		3,005.0	215.0	7.7%		3,005.0	215.0	7.7%	(818.8)	-27.2%	13.8	0.6%
Filming Activity	307.0	507.0		507.0	200.0	65.1%		507.0	200.0	65.1%	(100.0)	-19.7%		
Total Revenues	3,097.0	3,512.0		3,512.0	415.0	13.4%		3,512.0	415.0	13.4%	(918.8)	-26.2%	13.8	0.5%
NET EXP.														
Business Retention & Expansion	1,922.5	2,099.4		2,099.4	176.9	9.2%		2,099.4	176.9	9.2%	(7.8)	-0.4%	0.0	0.0%
Entrepreneurship Support	158.2	156.3		156.3	(1.9)	(1.2%)		156.3	(1.9)	(1.2%)	29.7	19.0%	(0.1)	(0.0%)
Filming Activity	1,415.4	1,406.1		1,406.1	(9.3)	(0.7%)		1,406.1	(9.3)	(0.7%)	49.2	3.5%	0.0	0.0%
Total Net Exp.	3,496.2	3,661.8		3,661.8	165.7	4.7%		3,661.8	165.7	4.7%	71.0	1.9%	(0.0)	(0.0%)
Approved Positions	42.0	43.2		43.2	1.2	2.8%		43.2	1.2	2.8%	(0.2)	-0.4%		

The 2015 Operating Budget for Business Services $7.174 million gross and $3.662 million net is $0.166 million or 4.7% over the 2014 Approved Net Budget.

As a service, Business Services:

- Facilitates job creation and tax base expansion by supporting the formation, retention, and expansion of Toronto businesses.
- Facilitates new industrial/commercial office investment activity through the completion of 33 Gold Star projects representing $700 million in investment value, the construction / renovation of 4.4 million square feet of floor space, and 6,600 jobs retained or attracted to the city.
- Serves 30,000 entrepreneurs, prospective entrepreneurs, and established micro-business owners via business consultations, business incubation support, and training and workshops.
- Base budget pressures in Business Services are due mainly to increases in salaries and benefits, cost of living adjustments and progression pay requiring $0.205 million in funding. This increase is partially mitigated by an increase of $0.100 Film Activity permit revenues.

Economic Development and Culture

2015 – 2024 Capital Budget and Plan Overview

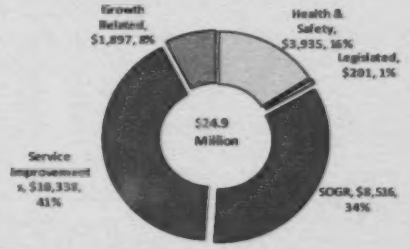
Economic Development and Culture's (EDC) 10-Year Capital Plan supports the Program's mission to advance the City's prosperity, opportunity and liveability by fostering employment and investment, cultural expressions and experiences and engaging partners in the planning and development of the City's cultural and economic resources. The Program is responsible for 40 heritage properties comprising of 100 buildings and over 200 public art installations with a total value of $271 million.

The 2015-2024 Capital Budget and Plan focuses on maintaining these heritage buildings in a state of good repair (SOGR), revitalizing neighborhoods and the generation of economic growth through capital works such as BIA Streetscape Improvement and the maintenance of public art.

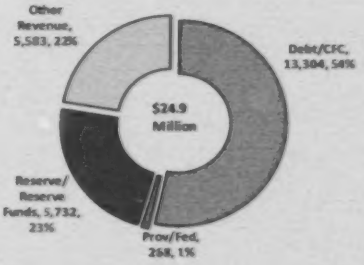
The Economic Development and Culture 10-Year Capital Plan also includes service improvement and growth initiatives such as the Main Stage Reconfiguration at Toronto Centre for the Arts and the Prince Edward Viaduct Illumination.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- In September 2014, the Fort York Visitor Centre opened with Great War temporary exhibits filling the space until the Magna Carta exhibit is installed in 2015 with permanent exhibits at a later date.
- Alumnae Theatre, Phase 2 of the accessibility upgrades project to meet AODA standards was completed, including alterations to the main entrance, lobby and theatre seating areas.
- Cedar Ridge Elevator Upgrades for accessibility were completed. This 2013 project was delayed last year, due to the elevator technicians' strike.
- Casa Loma Restoration, Phase 8, restoration of the -Norman Tower and west terrace started construction in January 2014, to complete the major conservation work to the castle.
- Structural restoration of the Spadina Museum barn and historic stables was completed.
- Complete a structural re-build and interior space planning of the Franklin Carmichael Art Centre was completed in the east-half of the house to meet code compliance for assembly occupancy and life safety, including asbestos removal, fire separation, new finishes and lighting, as well as landscaping improvements.
- The final phase of the Windfields Estates ISF project was completed -- the Northern Dancer Pavilion, the only new building on site - as a result of a partnership between all three levels of government and the tenant, the Canadian Film Centre.
- Building on the success of the first Heritage Contractors' Roster, staff entered into the 3-year program to engage qualified heritage contractors to work at EDC sites.
- BIA Streetscape Projects are completed or in process at over 80 BIA across the City ranging from smaller projects such as banner and hanging baskets to major sidewalk redesigns, where possible, carried out in conjunction with City roadwork.

Key Challenges & Priority Actions

Large and growing scope of Casa Loma restoration – The need to move from smaller annual restoration projects to more efficient lager multi-year projects.

- ✓ The City's new agreement with the Liberty Group to operate Casa Loma is expected to deliver sufficient future revenue to support the capital work.

Universal Accessibility – With the deadline for accessibility approaching, although some heritage buildings are exempted, completion of all locations by the deadline is a significant challenge.

- ✓ Although some work such as lifts and washrooms are done, there is significantly more to be completed.
- ✓ The pilot project at the Alumnae Theatre with funding of $0.523 million in this Capital Plan will help to budget and plan similar accessibility projects at other sites.

State of Good Repair Backlog Challenge

- ✓ The 10 year Capital Plan only reduces the backlog from 14% to 12.4% within debt target funding.

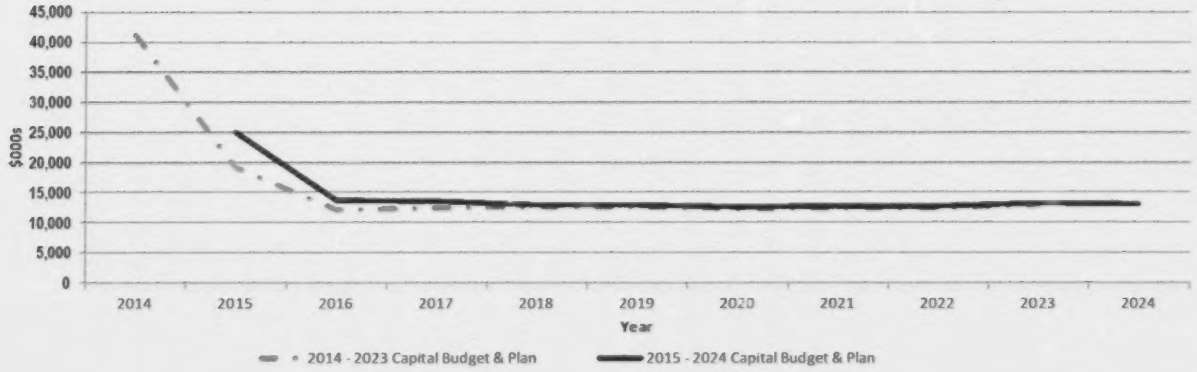
2015 Capital Budget Highlights

The 2015 Capital Budget for Economic Development and Culture of $34.838 million, including carry forward funding, will provide:

- $6.762 million for BIA Streetscape, Commercial Facade Improvement and Mural projects to invest in BIAs and commercial districts.
- $6.736 million for Cultural Infrastructure Development, including $3.3 million for the Prince Edward Viaduct Illumination and $1.974 million for Guild Inn Revitalization.
- $9.282 million for Service Enhancement projects, including $6.750 million for the Toronto Centre for the Arts Main Stage Reconfiguration.
- $7.324 million for Restoration / Preservation of Heritage elements, including $4.115 million for Casa Loma Restoration.
- Refurbishment and Major Maintenance projects totalling $2.304 million, including $0.544 million for the John Street Roundhouse and $0.550 million for the Berkeley Theatre.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	41,065	19,205	12,135	12,445	12,535	12,562	12,270	12,470	12,470	12,820		159,977
2015 - 2024 Capital Budget & Plan		24,887	13,670	13,520	12,835	12,862	12,520	12,770	12,770	13,120	13,070	142,024
Change %		29.6%	12.6%	8.6%	2.4%	2.4%	2.0%	2.4%	2.4%	2.3%		-11.2%
Change $		5,682	1,535	1,075	300	300	250	300	300	300		-17,953

Table 1

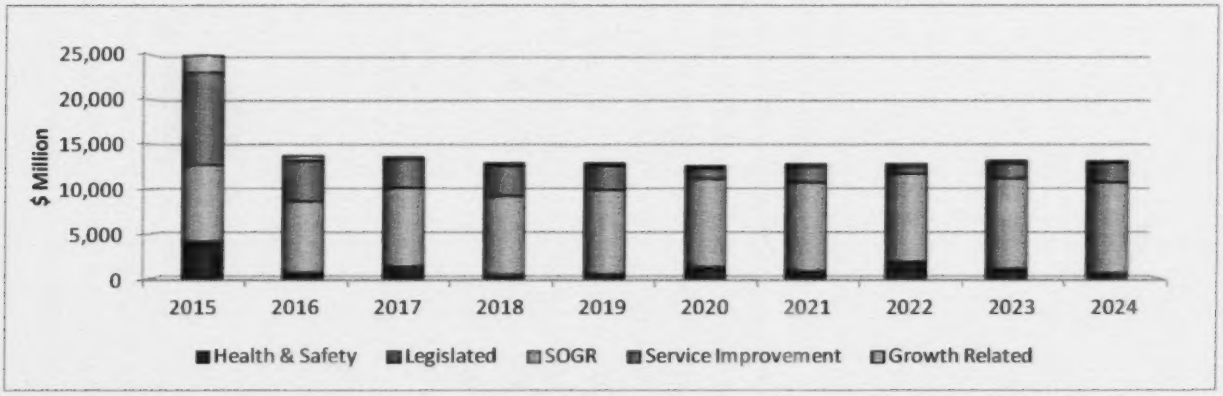
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Casa Loma Restoration	4,101	3,935	567	1,346	357	499	1,150	700	1,800	1,000	500	**11,854**	11,854
Sub-Total	**4,101**	**3,935**	**567**	**1,346**	**357**	**499**	**1,150**	**700**	**1,800**	**1,000**	**500**	**11,854**	**11,854**
Legislated													
Major Maintenance		201	99		59		100	100	50	100	100	**809**	809
Sub-Total		**201**	**99**	-	**59**	-	**100**	**100**	**50**	**100**	**100**	**809**	**809**
State of Good Repair													
Restoration/Preservation of Heritage Elements	1,477	1,874	1,087	1,456	1,749	1,612	2,660	1,900	1,500	2,450	2,000	**18,288**	18,288
Refurbishement and Rehabilitation		147	303	347		100		800	1,500		400	**3,597**	3,597
Collections Care		200		237	99	600			50	200	100	**1,486**	1,486
Major Maintenance		1,341	1,193	1,149	1,183	1,300	1,200	1,000	600	800	1,050	**10,816**	10,816
BIA Cost-Share Program		4,654	4,364	4,564	4,764	4,764	4,964	5,164	5,164	5,564	5,564	**49,530**	49,530
BIA Financing Program		300	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**9,300**	9,300
Sub-Total	**1,477**	**8,516**	**7,947**	**8,753**	**8,795**	**9,376**	**9,824**	**9,864**	**9,814**	**10,014**	**10,114**	**93,017**	**93,017**
Service Improvements													
Cultural Infrastructure Development	1,200	1,324	1,140	99	974	594	350			300		**4,781**	4,781
Service Enhancement	7,925	7,783	2,264	1,919	1,000	990	240	1,100	200	800	1,600	**17,896**	17,896
Restoration/Preservation of Heritage Elements		50										**50**	50
Refurbishement and Rehabilitation		75						100				**175**	175
Collections Care					247							**247**	247
IT Projects		500	500	500	500	500						**2,500**	2,500
Mural Program		50	50	50	50	50	50	50	50	50	50	**500**	500
Commercial Façade Improvement Program	556	556	556	556	556	556	556	556	556	556	556	**5,560**	5,560
Sub-Total	**9,681**	**10,338**	**4,510**	**3,124**	**3,327**	**2,690**	**1,196**	**1,806**	**806**	**1,706**	**2,206**	**31,709**	**31,709**
Growth Related													
Cultural Infrastructure Development		1,897	547	297	297	297	250	300	300	300	150	**4,635**	4,635
Sub-Total	-	**1,897**	**547**	**297**	**297**	**297**	**250**	**300**	**300**	**300**	**150**	**4,635**	**4,635**
Total Expenditures by Category	**15,259**	**24,887**	**13,670**	**13,520**	**12,835**	**12,862**	**12,520**	**12,770**	**12,770**	**13,120**	**13,070**	**142,024**	**142,024**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

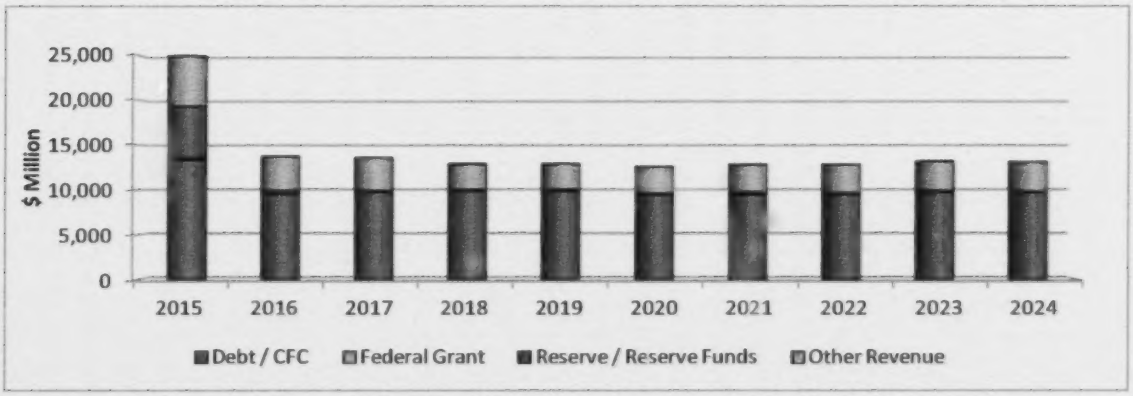


As illustrated in the chart above, the 10-Year Capital Plan for Economic Development and Culture of $142.024 million predominately provides funding for State of Good Repair projects, which represent 65.5% of total funding over the 10-year period.

- Service Improvement projects represent 22.3%, focussed in the early years of Capital Plan, driven by projects at the heritage and public use sites including the Toronto Centre for the Arts Main Stage Reconfiguration.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $142.024 million will be financed by the following sources:

- Debt/CFC, which accounts for $100.004 million or 70.4% of the financing over the 10-year period.
- Debt financing exceeds the 10 year debt affordability target of $99.004 million by $1.000 million in 2015. This is a result of transferring $1.000 of City debt which is not required to deliver the projects in the Pan Am Capital Plan to the Prince Edward Viaduct Illumination capital project.

- Other Revenue, which accounts for $34.483 million over the 10-year period, mostly consists of funding from BIAs participating in cost shared Streetscape projects with a lesser amount arising from donations for such projects as the Fort York Visitor Centre Façade Extension.
- Reserves and Reserve Funds, which account for $7.269 million or 5.1% of the 10-Year Plan financing, support Casa Loma Restoration, Toronto Centre for the Arts Main Stage Reconfiguration, the Prince Edward Viaduct Illumination, Public Art projects and a number of smaller projects involving heritage structures where funds have been contributed for maintenance.
- A Federal Grant for the Fort York Visitors Centre, which accounts for $0.268 million or 0.2% of the 10-year financing, will be received for the finalization of the project in 2015.

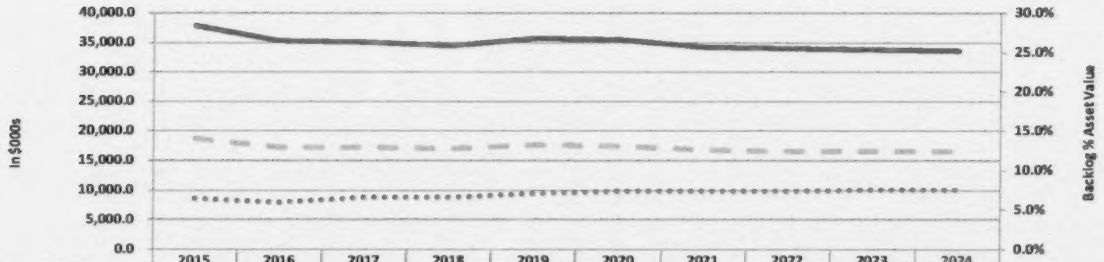
Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Prince Edward Viaduct Illumination			0.01								0.01			
Total (Net)	-	-	**0.01**	-	-	-	-	-	-	-	**0.01**	-	-	-

The 10-Year Capital Plan has only one impact on future year Operating Budgets of the Economic Development and Culture, and no new permanent positions arising from capital projects are required over the 2015 – 2024 period.

- The Prince Edward Viaduct Illumination project will be completed in 2015 with $0.010 million of operating budget impacts for utility costs projected for the 2016 EDC Operating Budget. Part year costs in 2015 will be absorbed.

Chart 4
SOGR Funding & Backlog (In $000s)

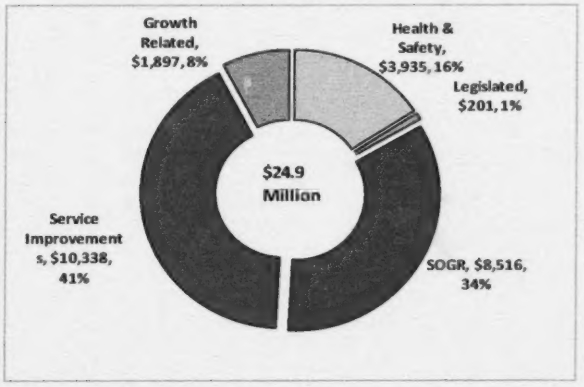


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	8,516.0	7,947.0	8,753.0	8,795.0	9,376.0	9,824.0	9,864.0	9,814.0	10,014.0	10,114.0
Accumulated Backlog Est.	37,873.0	35,145.0	35,061.0	34,477.0	35,676.0	35,456.0	34,088.0	33,906.0	33,761.0	33,537.0
Backlog % of Asset Value	14.0%	13.0%	13.0%	12.7%	13.2%	13.1%	12.6%	12.5%	12.5%	12.4%

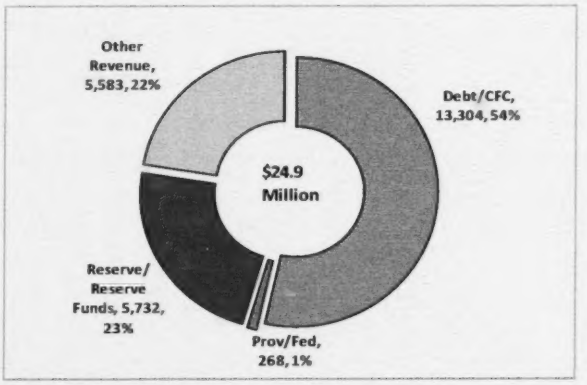
The 10-Year Capital Plan dedicates $93.017 million to SOGR spending over the 10-Year Capital Plan period, which on average is 66.2% million annually.

- The replacement value of Economic Development and Culture's assets is estimated at $270.608 million for all assets.
  - Economic Development and Culture is responsible for 98 heritage buildings and over 200 public art installations, many of which are over 100 years old, with no simple replacement value and life span.
- At the end of 2014, Economic Development and Culture will have a backlog of state of good repair work for infrastructure renewal estimated at $39.430 million, representing 14.6% of the asset replacement value.
- Although investments in infrastructure renewal are included in the 10-Year Capital Plan at heritage sites and Casa Loma, the SOGR backlog at 2024 remains high, representing 12.4% of current asset replacement value.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $24.887 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Health & Safety ($3.935 million, 16%)*
  - Casa Loma Restoration is the only project in this category.
- *Legislated ($0.201 million, 1%)*
  - Life Safety Security and Legislated Mechanical and Electrical improvements make up this category.
- *State of Good Repair ($8.516 million, 34%)*
  - State of Good Repair projects in 2015 include Restoration and Rehabilitation projects at museum sites and City maintained Theatres, Artifact Care and the BIA Streetscape projects.
- *Service Improvements ($10.338 million, 41%)*
  - Service Improvement projects in 2015 include Guild Inn Revitalization, Service Enhancements at museum sites, IT Projects, the Mural program and Commercial Façade Improvements.
- *Growth ($1.897 million, 8%)*
  - In 2015, Growth projects were driven by the Prince Edward Viaduct Illumination for $1.080 million with the balance for Public Art Development.

The 2015 Capital Budget is financed primarily by:

- *Debt/CFC ($13.304 million, 54%)*
  - Debt financing is $1.000 million above the target of $12.304 million as a result of debt transferred to EDC from Pan Am Capital Program's under spending.
- *Reserve and Reserve Funds ($5.732 million, 23%)*
  - Reserve and Reserve Funds provide support for projects where funds have been set aside for specific program purposes.
- *Federal Grant ($0.268 million, 1%)*
  - The Federal Grant of $0.268 million is the remaining portion of federal support for the Fort Your visitor Centre.
- *Other Revenues ($5.583 million, 22%)*

  BIA cost sharing support for Streetscape project totals $2.360 and for Casa Loma Restoration with funding from the operation, for $2.013 million.
  - Other sources include donations for Fort York Landscaping.

Long-Term Care Homes & Services

2015 Operating Budget Highlights

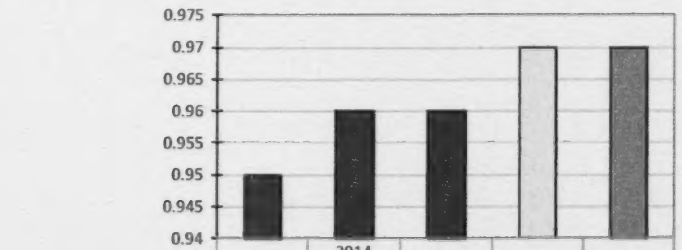
The total cost to deliver this service to Toronto residents in 2015 is $242.102 million gross and $46.159 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	231,799.5	242,101.5	10,302.0	4.4%
Gross Revenues	186,009.8	195,942.7	9,932.9	5.3%
Net Expenditures	**45,789.7**	**46,158.8**	**369.1**	**0.8%**

For 2015, Parks, Forestry and Recreation faced pressures mainly due to prior year impacts, operating impacts of capital, and cost of living allowances for salaries and benefits. Through base reductions and revenue adjustments of $3.925 million, Parks, Forestry and Recreation was able to partially offset pressures to $18.670 million net, reflecting a 6.5% increase over the 2014 Net Operating Budget.

Trends:

Long-Term Care Homes Resident Satisfaction Rate



- LTCHS provides surveys to clients and residents to assess their level of satisfaction with services provided by *Long-Term Care Homes*.
- The City of Toronto long-term care homes have historically experienced high satisfaction ratings.

2015 Operating Budget Overview

Long-Term Care Homes & Services provide a variety of long-term health care services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community.

- All ten long-term care homes offer a variety and care services such as dementia care, Gentlecare™, physiotherapy, occupational therapy, dental care, optometry, complementary care, art and music therapy, lesbian, gay, bi and transgendered supports, community outreach including volunteer programs, and spiritual and religious care.
- Supportive Housing Services at 9 sites to 465 seniors
- 4 Adult Day Programs operating out of City-run long-term care homes providing 14,010 client days.
- Approximately 2,600 clients throughout the City assisted by Homemakers and Nurses Services.
- Acuity, which measures care levels, continues to increase year-over-year.
- LTCHS has residents that require increasingly complex interventions including challenging behaviours, associated dementias and mental illnesses.

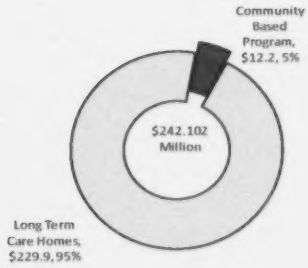
Our Service Deliverables for 2015

Long-Term Care Homes & Services provides exemplary long-term care services to residents and clients, and actively participates in the creation of an effective continuum of care through strong partnerships with other health care organizations and community partners. The 2015 Operating Budget of $242.102 million gross and $46.159 million net will enable the Program to:

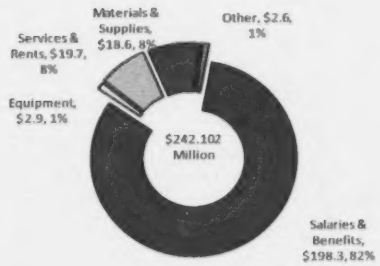
- Continue the delivery of long-term care services including permanent, convalescent, and short-stay care offered at 10 long-term care homes with 2,641 beds (145 are currently in abeyance due to capital redevelopment at the Kipling Acres long-term care home);
- Continue to provide 14,010 client days of service for Adult Day Programs offering safe recreation, social and wellness activities for frail seniors;
- Continue to provide Supportive Housing services to approximately 465 seniors who need housekeeping, light meal preparation, personal care, medication reminders and security checks in their own homes;
- Continue to support Meals on wheels by preparing 2,400 meals per week for distribution; and
- Continue to provide 86,000 client visits per year under the Homemakers and Nurses Services program in support of the "aging at home strategy" by providing light housekeeping, laundry and incidental grocery shopping.

Where the money goes:

2015 Budget by Service
$242.102 Million

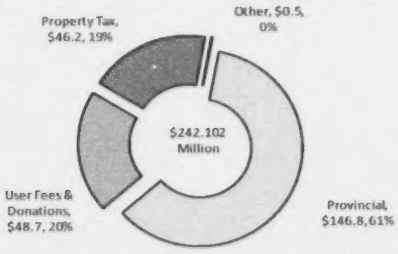


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Rise in resident acuity, which measures care levels, complexity of resident care needs, as well as a growing demand for specialized services.**
  - ✓ This will be managed by providing long-term care and services through permanent admission, short stay and convalescent care for residents with multiple diagnoses and complex care needs.
  - ✓ The 2015 Operating Budget includes $4.993 million in increased Provincial funding to address rise in resident acuity.
  - ✓ LTCHS will continue to advocate for additional funding from the Province.
- **Current Provincial funding is not adequate to meet the increasing and complex needs of LTC residents**.
  - ✓ The 2015 Operating Budget includes increased Provincial funding of $0.289 million for the provision of community based services to support individuals living in the community to maintain their independence.
  - ✓ LTCHS will continue to respond to community needs by maximizing provincial and LHIN subsidies to maintain an occupancy rate of 97% or higher.

2015 Operating Budget Highlights

- The 2015 Operating Budget for Long-Term Care Homes & Services of $46.159 million net is $0.369 million or 0.8% over the 2014 Approved Budget.
- Base budget pressures arising from inflationary costs increases in salary and non-salary expenses were partially offset by revenue changes and line-by-line review savings.
  - ✓ Increased Provincial funding is included for several community based programs as well as increased investment in Convalescent Care Program (CCP) to realign 11 long-stay beds to convalescent care beds to address community need.
  - ✓ A further investment of $0.500 million in tree planting to expand the City tree canopy with Toronto Parks & Trees Foundation.
  - ✓ $0.700 million gross and $0 net for 5 Pan Am Games initiatives that provide funding for enhanced horticulture displays, turf and

general maintenance, enhanced staffing, permit relief, and Maple Leaf Forever Bracelets.

Long-Term Care Homes & Services

Long-Term Care Homes & Services provides a variety of long-term healthcare services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community. The scope of services provided includes: 10 long-term care homes, providing permanent, convalescent and short-stay admissions; Community support programs, including adult day programs, supportive housing services, and homemaking services. As leaders in excellence and ground-breaking services for healthy aging, we are committed to providing exemplary long-term care services to residents and clients, and to actively participating in the creation of an effective continuum of care through strong partnerships with other health care organizations and community partners.

Long-Term Care Homes

Purpose:

For those who are no longer able to live on their own and require 24-hour nursing and personal care, there are 10 long term care homes located city wide that are committed to care. All of our homes offer inter-disciplinary medical care in a home-like, inclusive environment including dementia care, Gentlecare™, physiotherapy, occupational therapy, dental care, optometry, complementary care, art and music therapy, lesbian, gay, bi and transgendered (LGBT) supports, community outreach including volunteer programs, and spiritual and religious care. Some of our homes offer specialized services, including behavioural support, language/cultural services, short-stay respite beds and young adult care.

Community Based Long Term Care

Purpose:

Support to seniors living in the City of Toronto. We offer a variety of community-based services, which support individuals living in the community to maintain their independence. These community-based services are an integral part of the continuum of care that is available to residents, in order that they receive the right level of care at the right time.

Community programs include Adult Day Programs, Homemakers and Nurses Services and Supportive Housing Services. All of the programs use a health promotion and wellness approach to help individuals maintain their independence and continue living in the community.

- Adult Day Program
- Supportive Housing Services
- Homemakers & Nurses Services

Legend: Program, Activity, Service

Service Customer

Long-Term Care Homes

- Residents (Seniors and adults with disabilities and/or chronic illnesses
- Persons recovering from surgery or serious illness
- Persons requiring respite
- Family members and partners
- Family caregivers (short stay)
- Staff and volunteers
- Health system partners
- Community partners
- Community Care Access Centres
- Local Health Integration Networks
- Ministry of Health and Long-Term Care

Community Based Program

- Frail seniors
- Adults with disabilities
- Adults with chronic illnesses and/or functional limitations over the age of 59 years of age
- Family members and partners
- Community Care Access Centres
- Community agencies
- Housing providers, including Toronto Community Housing
- Toronto Public Health
- Healthcare partners
- Local Health Integration Networks
- Ministry of Health and Long-Term Care
- Contracted service providers

Table 1

2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/ Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community Based Program											
Gross Expenditures	11,499.9	11,238.3	12,183.8		12,183.8	683.9	5.9%	127.0	1.0%		
Revenue	10,104.6	10,003.8	10,788.5		10,788.5	683.9	6.8%	127.0	1.2%		
Net Expenditures	1,395.3	1,234.5	1,395.3		1,395.3	(0.0)	(0.0%)				
Long-Term Care Homes											
Gross Expenditures	220,299.6	215,287.4	229,917.7		229,917.7	9,618.1	4.4%	13,419.3	5.8%	2,435.4	1.0%
Revenue	175,905.2	174,149.9	185,154.2		185,154.2	9,249.0	5.3%	10,800.0	5.8%	2,000.0	1.1%
Net Expenditures	44,394.4	41,137.5	44,763.5		44,763.5	369.1	0.8%	2,619.3	5.9%	435.4	1.0%
Total											
Gross Expenditures	231,799.5	226,525.7	242,101.5		242,101.5	10,302.0	4.4%	13,546.3	5.6%	2,435.4	1.0%
Revenue	186,009.8	184,153.7	195,942.7		195,942.7	9,932.9	5.3%	10,927.0	5.6%	2,000.0	1.0%
Total Net Expenditures	45,789.7	42,372.0	46,158.8		46,158.8	369.1	0.8%	2,619.3	5.7%	435.4	0.9%
Approved Positions	2,179.8	2,179.8	2,225.9		2,225.9	46.1	2.1%	151.0	6.8%	26.0	1.2%

Note: 2014 Actual Expenditures are System Generated

The 2015 Operating Budget for Long-Term Care Home & Services is $242.102 million gross and $46.159 million net. The net budget increased by $0.369 million or 0.8% due to the following.

- Base budget pressures of $2.581 million net arising in *Long-Term Care Homes* service are driving the overall cost for this Program due mainly to cost of living adjustments to salary and benefits, as well as general inflationary increase for non-payroll expenditures.

- The above base budget pressures were partially offset through line-by-line review savings of $0.557 million net and savings of $1.316 million net achieved from the phased-in elimination of the half-hour shift overlap at the long-term care homes in accordance with the Local 79 Collective Agreement. Revenue adjustment generated by a user fee rate increase for basic and preferred accommodations account for the remaining $0.339 million savings.

  - Base budget pressures of $0.684 million arising in *Community Based Program* service were fully offset by Provincial funding from MOHLTC and LHINs.

- The 2016 and 2017 Plans reflect the inflationary cost increase for progression pay. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included. Further, the 2016 Plan includes a pressure of $2.200 million resulting from the reopening of the 145-bed Kipling Acres facility currently under development.

Approval of the 2015 Operating Budget results in Long-Term Care Homes & Services increasing its total staff complement by 46.1 positions from 2,179.8 to 2,225.9, as highlighted in the table below:

Table 2

2016 and 2017 Plan by Program

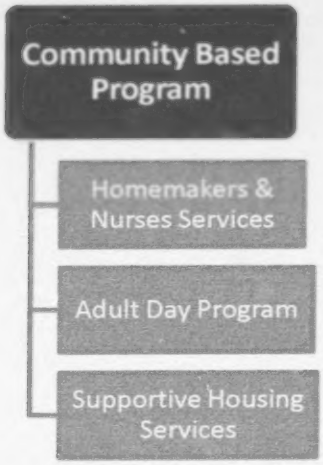
Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Economic Factor - Non-Salary Corporate Changes						4.9		4.9	0.0%	
Progression Pay	419.3		419.3	0.9%		430.5		430.5	0.9%	
Resident Acuity and Service Level Standards	2,000.0	2,000.0			26.0	2,000.0	2,000.0			26.0
Kipling Acres - Opening of 145 Bed Home	11,000.0	8,800.0	2,200.0	4.8%	125.0					
Wage Enhancement Funding for Personal Support Workers (PSWs)	127.0	127.0								
Sub-Total	13,546.3	10,927.0	2,619.3	5.7%	151.0	2,435.4	2,000.0	435.4	0.9%	26.0
Total Incremental Impact	13,546.3	10,927.0	2,619.3	5.7%	151.0	2,435.4	2,000.0	435.4	0.9%	26.0

Known Impacts

- Progression pay accounts for an incremental increase of $0.419 million net in 2016 and $0.431 million net in 2017 for non-union management staff. Since 2016 is a collective bargaining year, no estimate of cost of living allowance is included.
- The 2016 Plan includes net operating cost increase of $2.200 million as a result of reopening of the 145-bed Kipling Acres facility, currently under development.
  - ➢ It is anticipated that total savings of $2.176 million net achieved through the elimination of the shift overlap in 2013 through 2015 will partially offset the Kipling Acres net operating cost increase of $2.200 million net. (Refer to the table in the previous section)
- The incremental hourly rate increase for the Personal Support Workers (PSWs) working in the community care sector will require an additional $0.127 million gross, $0 net in 2016 and 2017.

  An incremental $2.000 million gross and $0 net is required in 2016 and 2017 to address the rising complexity of care needs and acuity, which requires skill and competency training for staff at all levels of the organization and will be fully funded by MOHLTC and LHINs.

2015 Service Levels
Community Recreation

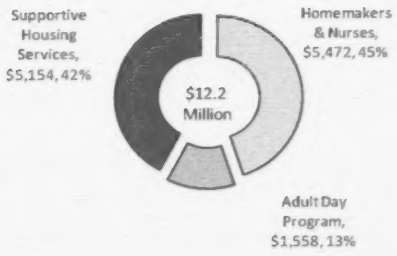


What We Do

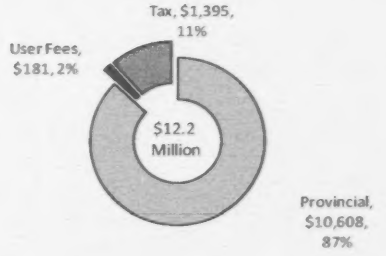
- Provide in-home support services for persons living in the community to maintain their independence.
- Provide day-time wellness programming, recreation and social activities for frail seniors living in the community.
- Provide services such as assistance with personal care, and light housekeeping in supportive housing sites.

Prepare pre-packaged, healthy meals for community clients served through community-based meals-on-wheels programs.

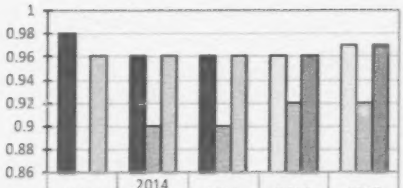
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



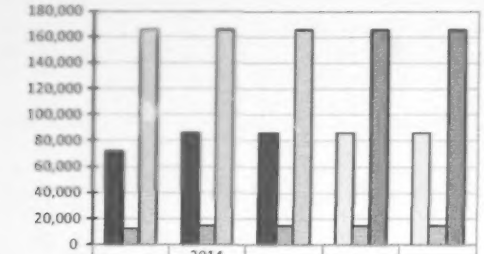
Customer satisfaction rate



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Homemakers & Nurses Services	98%	96%	96%	96%	97%
Adult Day Program		90%	90%	92%	92%
Supportive Housing Services	96%	96%	96%	96%	97%

- LTCHS provides surveys to clients to assess their level of satisfaction with services provided by the program.
- The satisfaction rate for the Homemakers & Nurses Services has been stable since 2013 and is expected to maintain at or above the 97% target.
- The satisfaction rate for the Adult Day Program Services has been stable since 2013 and is expected to maintain at or above the 90% target.
- The satisfaction rate for the Supportive Housing Services has been stable since 2013 and is expected to be maintained at or above the 96% target.

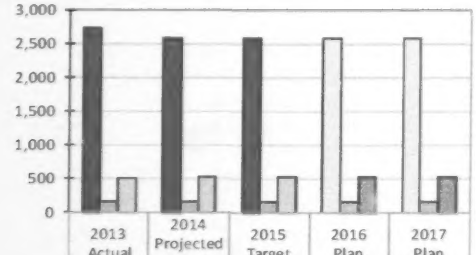
Service Performance



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Homemakers & Nurses Services (visits)	71,292	86,000	86,000	86,000	86,000
Adult Day Program (days)	12,064	14,010	14,010	14,010	14,010
Supportive Housing Services (days)	165,127	165,550	165,550	165,550	165,550

- The number of client visits made per year for the Homemakers & Nurses Services has increased from 71,292 visits in 2013 to 86,000 visits in 2014 and is expected to be maintained at this level for 2015 and future years.
- The number of client days made per year for the Adult Day Program has increased from 12,064 client days in 2013 to 14,010 client days in 2014 and is expected to be maintained at this level for 2015 and future years.
- A similar trend has been identified for client days for Supportive Housing which increased from 165,127 client days in 2013 to 165,550 in 2014 and is expected to be maintained at this level for 2015 and future years.

Number of clients served



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Homemakers & Nurses Services	2,742	2,600	2,600	2,600	2,600
Adult Day Program	156	160	160	160	160
Supportive Housing Services	519	525	525	525	525

- The number of clients served in Homemakers & Nurses Service has decreased from 2,742 in 2013 to 2,600 in 2014 and is expected to be maintained at this level for 2015 and future years mainly due to general client turn over.
- The number of clients served in Adult Day Program has increased from 156 clients served in 2013 to 160 in 2014 and is expected to be maintained at this level for 2015 and future years.
- A similar trend has been identified for clients served for Supportive Housing Services.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Homemakers & Nurses Services	5,471.6	5,471.6		5,471.6				5,471.6						
Adult Day Program	1,371.0	1,557.9		1,557.9	186.9	13.6%		1,557.9	186.9	13.6%				
Supportive Housing Services	4,657.3	5,154.3		5,154.3	497.0	10.7%		5,154.3	497.0	10.7%	127.0	2.5%		
Total Gross Exp.	11,499.9	12,183.8		12,183.8	683.9	5.9%		12,183.8	683.9	5.9%	127.0	1.0%		
REVENUE														
Homemakers & Nurses Services	4,076.3	4,076.3		4,076.3				4,076.3						
Adult Day Program	1,371.0	1,557.9		1,557.9	186.9	13.6%		1,557.9	186.9	13.6%				
Supportive Housing Services	4,657.3	5,154.3		5,154.3	497.0	10.7%		5,154.3	497.0	10.7%	127.0	2.5%		
Total Revenues	10,104.6	10,788.5		10,788.5	683.9	6.8%		10,788.5	683.9	6.8%	127.0	1.2%		
NET EXP.														
Homemakers & Nurses Services	1,395.3	1,395.3		1,395.3				1,395.3						
Adult Day Program														
Supportive Housing Services														
Total Net Exp.	1,395.3	1,395.3		1,395.3				1,395.3						
Approved Positions	46.2	44.1		44.1	(2.1)	(4.5%)		44.1	(2.1)	(4.5%)				

The 2015 Operating Base Budget for Community Based Program service of $12.184 million gross and $1.395 million net is equivalent to the 2014 Approved Net Budget.

The **Community Based Program** service offers a variety of community based services, which support individuals living in the community to maintain their independence. These community based services are an integral part of the continuum of care that is available to residents, in order that they receive the right level of care at the right time and all use a health promotion and wellness approach to help individuals maintain their independence and continue living in the community.

The *Community Based Program* service includes 3 activities which are discussed as below:

The **Homemakers & Nurses Services** 2015 budget is $5.472 million gross and $1.395 million net which is equivalent to the 2014 Approved Budget. The LHINs have not indicated a rate increase for 2015 and as such there is no change from 2014 to 2015.

- The *Homemakers and Nurses Services* program provides in-home support services, such as light housekeeping, laundry, shopping, and meal preparation to low-income individuals in the community (seniors, adults with disabilities and/or chronic illnesses) who require in-home support over an extended period of time in order to remain independently living in the community.

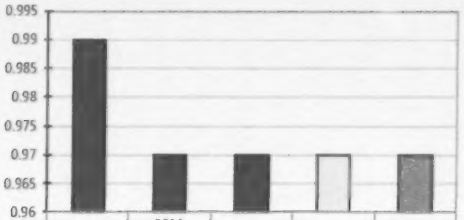
The **Adult Day Program** 2015 Budget of $1.558 million gross and $0 net is equivalent to the 2014 Approved Budget. The expenditures related to this activity are fully funded by the MOHLTC and LHINs.

- The *Adult Day Program*, offered at Bendale Acres, Cummer Lodge, Kipling Acres, and Wesburn Manor, offers seniors living in the community a safe, secure environment to go to during the day to participate in wellness programming, recreation and social activities (including lunch-time meal and nourishing snacks) and to connect with peers.
- The following changes are included in the 2015 Budget for *Adult Day Program*:

MOHLTC and LHIN will provide additional funding of $0.014 million.

Service Performance

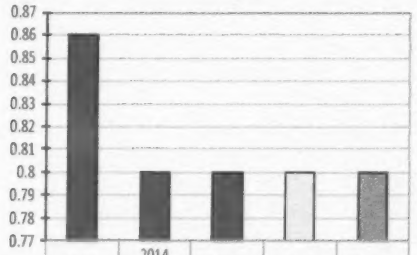
Occupancy Rate for Long-Stay Program



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% occupancy - long stay	99%	97%	97%	97%	97%

- The occupancy rate under the long-stay program will be maintained at 97% or better.

Occupancy Rate for Convalescent Care Program (CCP)



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% occupancy - convalescent care	86%	80%	80%	80%	80%

- The occupancy rate under the Convalescent Care Program (CCP) will be maintained at 80% or better.
- Individuals can stay for a maximum of 90 days per calendar year.

Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Long-Term Care Homes	220,299.6	229,917.7		229,917.7	9,618.1	4.4%		229,917.7	9,618.1	4.4%	13,419.3	5.8%	2,435.4	1.0%
Total Gross Exp.	220,299.6	229,917.7		229,917.7	9,618.1	4.4%		229,917.7	9,618.1	4.4%	13,419.3	5.8%	2,435.4	1.0%
REVENUE														
Long-Term Care Homes	175,905.2	185,154.2		185,154.2	9,249.0	5.3%		185,154.2	9,249.0	5.3%	10,800.0	5.8%	2,000.0	1.0%
Total Revenues	175,905.2	185,154.2		185,154.2	9,249.0	5.3%		185,154.2	9,249.0	5.3%	10,800.0	5.8%	2,000.0	1.0%
NET EXP.														
Long-Term Care Homes	44,394.4	44,763.5		44,763.5	369.1	0.8%		44,763.5	369.1	0.8%	2,619.3	5.9%	435.4	0.9%
Total Net Exp.	44,394.4	44,763.5		44,763.5	369.1	0.8%		44,763.5	369.1	0.8%	2,619.3	5.9%	435.4	0.9%
Approved Positions	2,133.6	2,181.8		2,181.8	48.2	2.3%		2,181.8	48.2	2.3%	251.0	6.9%	26.0	1.1%

The 2015 Operating Budget for *Long-Term Care Homes* service of $229.918 million gross and $44.764 million net is $0.369 million or 0.8% over the 2014 Approved Net Budget.

The **Long-Term Care Homes** service is committed to providing exemplary long-term care services to residents and clients, and actively participating in creating an integrated health care system that offers an effective continuum of care through strong partnerships with other health care organizations and community partners. The service primarily:

- Provides high quality care and accommodation for adults who require the care and services available in a long-term care home for an extended period of time, including care, service and accommodation.
- Provides a short-stay admission program to support families seeking respite from the caregiver role for a period of less than 90 days.
- Provides stroke rehabilitation and convalescent care programs for individuals who needs a longer period of rehabilitation and restoration of function prior to returning home (following surgery or serious illness) than can be provided in a hospital setting.
- Provides special dementia care and specialized behavioural support services for individuals with significant responsive and/or challenging behaviours related to dementia or mental health issues.

- Base Budget pressures primarily are due to inflationary increases in salaries and benefits totaling $7.173 million net, as well as general inflationary increase of $0.401 million net for non-payroll expenditures.
- Other base pressures of $4.690 million are mainly attributable to:
  - Increased costs of $3.990 million related to the rising complexity of care needs and acuity; and
  - Increased investment of $0.332 million to the Convalescent Care Program (CCP) that provide 24-hour care to people requiring special medical and therapeutic services in a supportive environment. This increased investment will allow *Long-Term Care Homes* to realign 11 long-stay beds to CCP beds in the system to address community needs. These expenditures will be fully funded by MOHLTC and LHIN with no net impact to the City.
  - To help mitigate the base pressures, the Service was able to generate base expenditures savings of $0.557 million from line-by-line review of expenditures to reflect actual experience as well as $1.316 million in savings arising from the phased-in elimination of the half-hour shift overlap at the homes in accordance with the Local 79 Collective Agreement ratified in February 2012. Other base revenue changes include an increase in user fees and other revenues generated by a user fee

rate increase for basic and preferred accommodations, which are mandated by the MOHLTC generating an incremental of $0.339 million and increased Provincial funding of $4.993 million.

The 2016 and 2017 Plans reflect the inflationary cost increase for progression pay. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included. Further, the 2016 plan includes a pressure of $2.200 million resulting from the reopening of the 145-bed Kipling Acres facility currently being redeveloped as well as $2.000 million for the rising complexity of care needs and acuity.

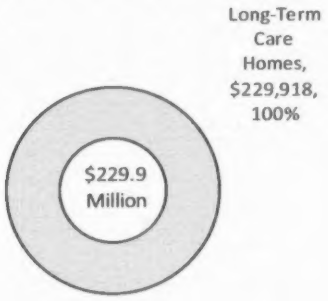
Long-Term Care Homes

Long-Term Care Homes

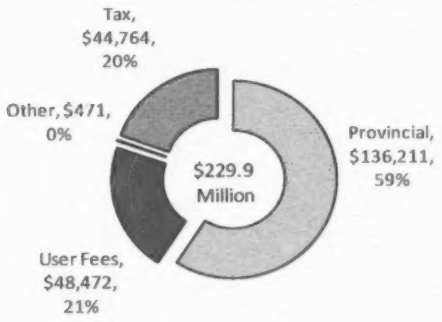
What We Do

- Provide continuum of long-term care and services for residents with multiple diagnosis and varying degrees of physical frailties, cognitive impairments and complex care needs.
- Provide a short-stay admission program, stroke rehabilitation, convalescent care programs, specialized dementia care and specialized behavioural support services.

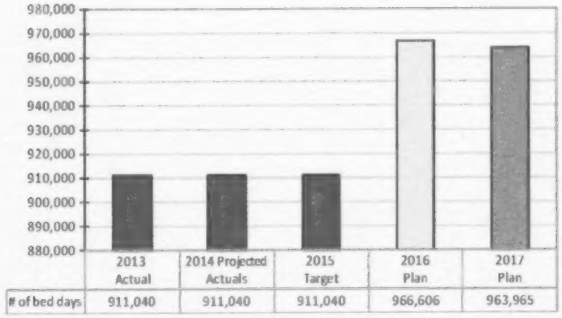
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of Bed days



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of bed days	911,040	911,040	911,040	966,606	963,965

- The total number of bed days available for use by long-term care homes residents has been steady from 2013 to 2015 at 911,940 and is expected to increase up to 963,965 by 2017 as a result of the reopening of 145-bed Kipling Acres long-term care homes.
- The anomaly in 2016 is due to 1 extra day available it being a leap year.

2015 Service Levels
Long-Term Care Homes

Activity	Type	Status	Service Levels 2012	2013	2014	2015 Recommended
	Resident Care - Long Stay	Approved	97% Occupancy			Replaced by "Resident Care - Long Stay, Short Stay, Convalescent Care, and Support Care"
	Resident Care - Short Stay	Approved	50% Occupancy			
	Convalescent Care	Approved	80% Occupancy			
	Behavioural Support Care	Approved	97% Occupancy			
	Resident Care - Long Stay, Short Stay, Convalescent Care, and Support Care	**Approved**	New in 2015			**Service Availability (Long-Term Care Homes): 24 hours/day, 365 day/year**

The 2015 Service Levels for *Long-Term Care Homes* now include service availability on a daily basis for various programs offered by this service.

As part of the 2015 Budget process, LTCHS reviewed its 2014 service levels to ensure they were relevant, measurable and client focused. As a result of the review, 4 service levels were deleted and replaced by "Resident Care – Long Stay, Short stay, Convalescent Care and Support Care".

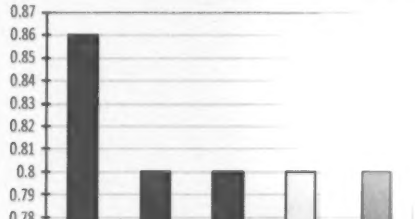
Service Performance

Occupancy Rate for Long-Stay Program

	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% occupancy - long stay	99%	97%	97%	97%	97%

- The occupancy rate under the long-stay program will be maintained at 97% or better.

Occupancy Rate for Convalescent Care Program (CCP)



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% occupancy - convalescent care	86%	80%	80%	80%	80%

- The occupancy rate under the Convalescent Care Program (CCP) will be maintained at 80% or better.
- Individuals can stay for a maximum of 90 days per calendar year.

Table

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Long-Term Care Homes	220,299.6	229,917.7		229,917.7	9,618.1	4.4%		229,917.7	9,618.1	4.4%	13,419.3	5.8%	2,435.4	1.0%
Total Gross Exp.	220,299.6	229,917.7		229,917.7	9,618.1	4.4%		229,917.7	9,618.1	4.4%	13,419.3	5.8%	2,435.4	1.0%
REVENUE														
Long-Term Care Homes	175,905.2	185,154.2		185,154.2	9,249.0	5.3%		185,154.2	9,249.0	5.3%	10,800.0	5.8%	2,000.0	1.0%
Total Revenues	175,905.2	185,154.2		185,154.2	9,249.0	5.3%		185,154.2	9,249.0	5.3%	10,800.0	5.8%	2,000.0	1.0%
NET EXP.														
Long-Term Care Homes	44,394.4	44,763.5		44,763.5	369.1	0.8%		44,763.5	369.1	0.8%	2,619.3	5.9%	435.4	0.9%
Total Net Exp.	44,394.4	44,763.5		44,763.5	369.1	0.8%		44,763.5	369.1	0.8%	2,619.3	5.9%	435.4	0.9%
Approved Positions	2,133.6	2,181.8		2,181.8	48.2	2.3%		2,181.8	48.2	2.3%	151.0	6.9%	26.0	1.1%

The 2015 Operating Budget for *Long-Term Care Homes* service of $229.918 million gross and $44.764 million net is $0.369 million or 0.8% over the 2014 Approved Net Budget.

The **Long-Term Care Homes** service is committed to providing exemplary long-term care services to residents and clients, and actively participating in creating an integrated health care system that offers an effective continuum of care through strong partnerships with other health care organizations and community partners. The service primarily:

- Provides high quality care and accommodation for adults who require the care and services available in a long-term care home for an extended period of time, including end-of-life accommodation.
- Provides a short-stay admission program to support families seeking respite from the caregiver role for a period of less than 90 days.
- Provides stroke rehabilitation and convalescent care programs for individuals who needs a longer period of rehabilitation and restoration of function prior to returning home (following surgery or serious illness) than can be provided in a hospital setting.
- Provides special dementia care and specialized behavioural support services for individuals with significant responsive and/or challenging behaviours related to dementia or mental health issues.

- Base Budget pressures primarily are due to inflationary increases in salaries and benefits totaling $7.173 million net, as well as general inflationary increase of $0.401 million net for non-payroll expenditures.
- Other base pressures of $4.690 million are mainly attributable to:
  - Increased costs of $3.990 million related to the rising complexity of care needs and acuity; and
  - Increased investment of $0.332 million to the Convalescent Care Program (CCP) that provide 24-hour care to people requiring special medical and therapeutic services in a supportive environment. This increased investment will allow *Long-Term Care Homes* to realign 11 long-stay beds to CCP beds in the system to address community needs. These expenditures will be fully funded by MOHLTC and LHIN with no net impact to the City.
- To help mitigate the base pressures, the Service was able to generate base expenditures savings of $0.557 million from line-by-line review of expenditures to reflect actual experience as well as $1.316 million in savings arising from the phased-in elimination of the half-hour shift overlap at the homes in accordance with the Local 79 Collective Agreement ratified in February 2012. Other base revenue changes include an increase in user fees and other revenues generated by a user fee rate increase for

basic and preferred accommodations, which are mandated by the MOHLTC generating an incremental of $0.339 million and increased Provincial funding of $4.993 million.

- The 2016 and 2017 Plans reflect the inflationary cost increase for progression pay. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included. Further, the 2016 plan includes a pressure of $2.200 million resulting from the reopening of the 145-bed Kipling Acres facility currently being redeveloped as well as $2.000 million for the rising complexity of care needs and acuity.

Long Term Care Homes & Services.

2015 – 2024 Capital Budget and Plan Overview

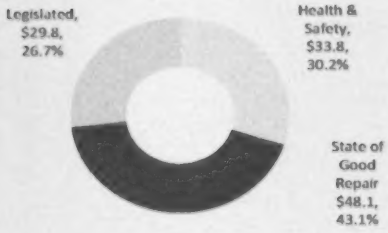
Long-Term Care Homes & Services (LTCHS) is responsible for maintaining 10 long-term care homes with an asset replacement book value of $248.8 million in a state of good repair ensuring the safety, security and comfort of residents, mitigating risk to the City while complying with the Ministry of Health and Long-Term Care (MOHLTC) requirements regarding safety, environment and maintenance of physical plants.

The 10-year Capital Plan provides funding for the mandatory redevelopment of the remaining 145-bed facility, phase 2 of the Kipling Acres Redevelopment project, as well as for the capital maintenance program designed to maintain the City-owned 10 long-term care homes in a state of good repair based on current Provincial standards and requirements.

Capital Spending and Financing:

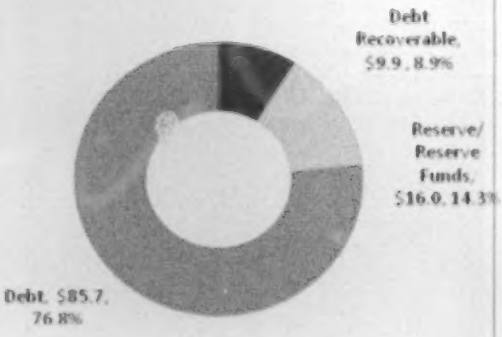
2015-2024 Capital Budget and Plan

by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan

by Funding Source ($Million)



2014 Key Service Accomplishments

In 2014, Long-Term Care Homes & Services accomplished the following:

- Completed Kipling Acres Redevelopment Phase 1 project, a newly developed 192-bed home was reopened for residents in the spring of 2014.
- Completed the demolition of the old Kipling Acres building in the second quarter of 2014 and began the next phase of the Kipling Acres Redevelopment (Phase 2) project, the construction of a 145-bed facility on the existing site.
- Supported a culture of safety by continuing to improve and adapt the environments of the 10 long-term care homes, responding to the care, comfort and safety needs of residents with higher acuity and dementia, and enhancing safety systems.
- Completed the installation of major HVAC project which included 2 chillers at Seven Oaks that will improve resident comfort.
- Completed the fire alarm and nurse call upgrades at Bendale Acres and Lakeshore Lodge which will improve health and safety.
- Completed the roofing replacement project at Bendale Acres and Lakeshore Lodge.
- Initiated the flooring replacement project at Wesburn Manor and True Davidson Acres. Expected completion in early 2015.
- Initiated the exterior building upgrades at Cummer Lodge and Wesburn Manor. Expected completion in early 2015.
- Initiated the roof piping and heat exchanger replacement project at Cummer Lodge.
- Completed the lighting retrofit project at Castleview Wychwood Towers .
- Initiated the fire alarm and nurse call upgrades at Seven Oaks that will improve health and safety.
- Initiated parking lot repairs across all Homes, due to ice storm damage in 2013. Expected completion in early 2015.
- Initiated the generator code upgrade project across all 9 Homes (except Kipling Acres).
- Initiated video surveillance at 3 Homes (Castleview Wychwood Towers, True Davidson Acres and Wesburn Manor) and design development for other Homes (except Kipling Acres).
- Initiated flooring replacement at Cummer Lodge, Seven Oaks, Bendale Acres, Castleview Wychwood Towers and Lakeshore Lodge. Expected completion in early 2015.

Key Challenges & Priority Actions

Capital Renewal Strategy – The redevelopment of the remaining five out of six Category "B" or "C" homes remains a priority for LTCHS to meet MOHLTC legislative requirements.

- LTCHS will report back to City Council by fall of 2015 on the overall Long-Term Care Homes & Services capital renewal plan and financing requirements to address the mandatory redevelopment of five (5) of its long-term care homes, that includes a long-term care home as part of the Seaton House/George Street Revitalization.
- LTCHS will report to City Council in consultation with the General Manager of Shelter, Support and Housing Administration (SSHA) by fall of 2015, on the redevelopment of George Street providing options, including project plan, cost estimates and financing options to replace and reconfigure the existing facilities with a joint facility.
- No funding has been included at this time.

Maintaining Assets in a State of Good Repair – The Long-Term Care Homes Act, obligates older LTC Homes to upgrade specific components of their physical plant, such as communication and response systems, door alarms, to ensure safety, security and comfort of residents, and provide staff safe work requirements.

- ✓ LTCHS will continue to ensure the safety and protection of residents through the preservation and on-going maintenance of the homes' physical plants through SOGR projects of $48.100 million over the 10-Year period
- ✓

2015 Capital Budget Highlights

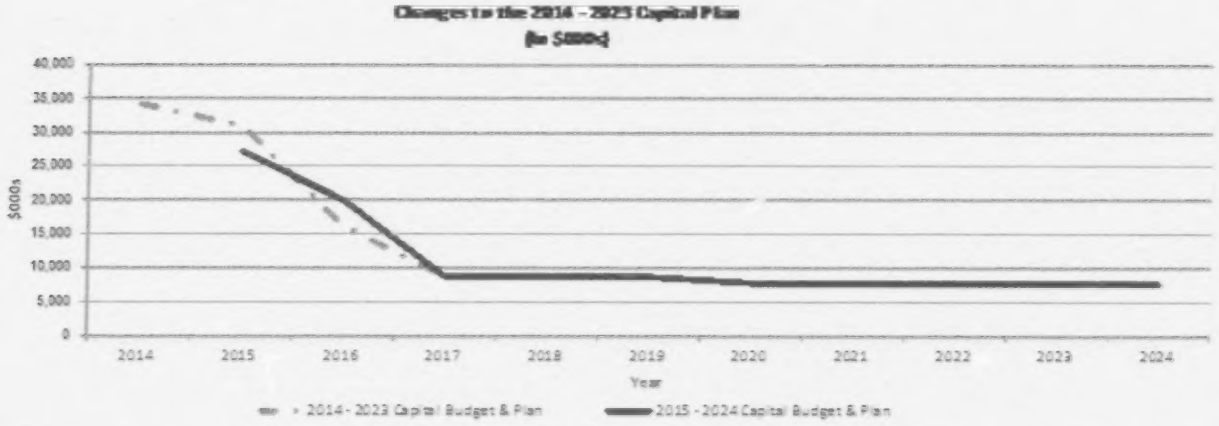
The 2015 Capital Budget for Long-Term Care Homes & Services of $32.940 million, including carry forward funding, will:

- Address the necessary SOGR and Health and safety requirements at 10 long-term care homes ($8.690 million); and

  Continue the construction of Kipling Acres Phase 2, 145 bed home, which began in the third quarter of 2014 and is expected to be completed by the first quarter of 2016 ($24.250 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000's)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	34,118	30,940	16,190	8,690	8,690	8,690	7,727	7,727	7,650	7,650		[illegible]
2015 - 2024 Capital Budget & Plan		27,140	19,990	8,690	8,690	8,690	7,727	7,727	7,650	7,650	7,650	111,604
Change %		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]
Change $		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]

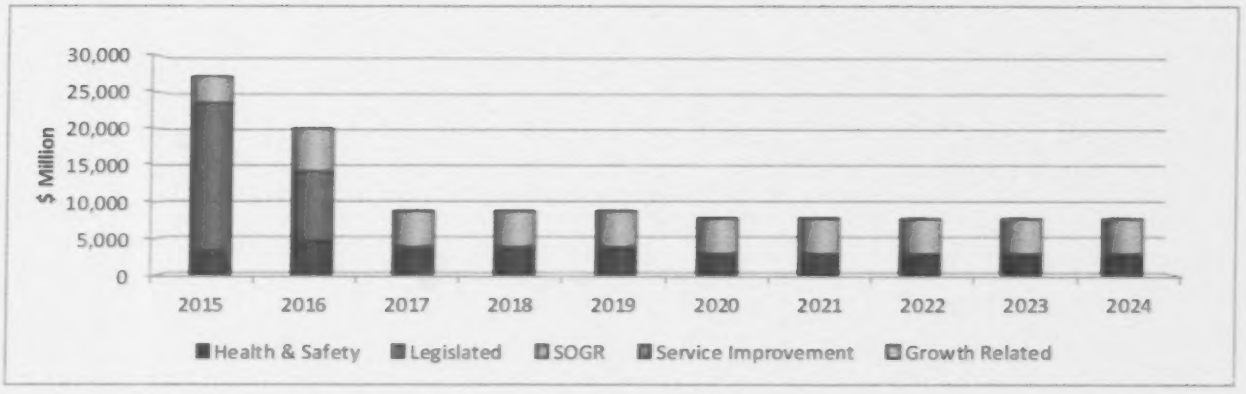
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Other Major City Projects													
State of Good Repair (incl. H&S & Leg.)													
Building Uprages	N/A	4,080	4,479	3,479	3,479	3,479	3,479	3,479	3,479	3,479	3,479	**36,391**	
Electrical	N/A	600	3,684	2,884	2,884	2,884	1,921	1,921	1,844	1,844	1,844	**22,310**	
Mechanical	N/A	1,835	1,258	1,258	1,258	1,258	1,258	1,258	1,258	1,258	1,258	**13,157**	
Specialty Sytems	N/A	375	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	**9,996**	
Kipling Acres Redevelopment (145-Bed)	17,750	20,250	9,500									**29,750**	47,500
Sub-Total	17,750	27,140	19,990	8,690	8,690	8,690	7,727	7,727	7,650	7,650	7,650	111,604	47,500
Total Expenditures by Category	17,750	27,140	19,990	8,690	8,690	8,690	7,727	7,727	7,650	7,650	7,650	111,604	47,500

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

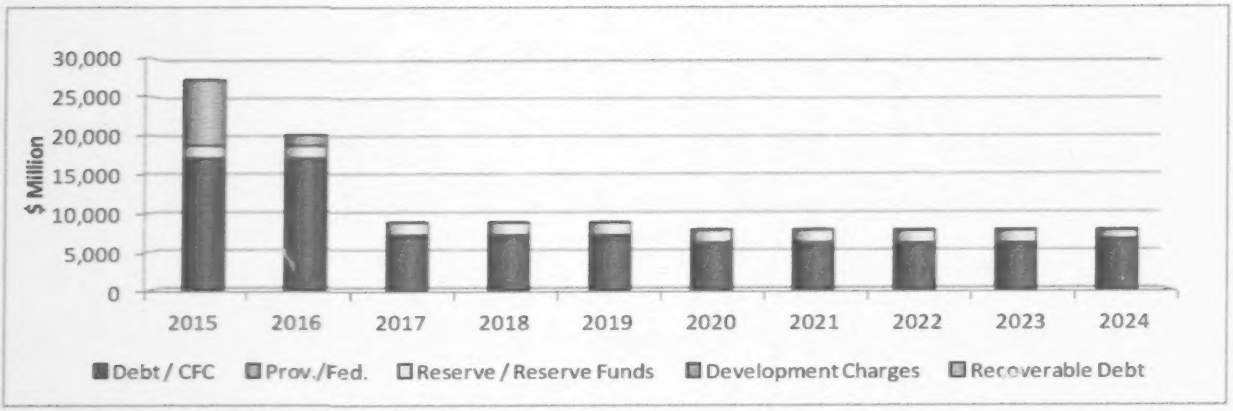


As illustrated in the chart above, the 10-Year Capital Plan for Long-Term Care Homes & Services of $111.604 million predominately provides funding for Health & Safety and State of Good Repair (SOGR) projects, which represent 73.3% of total funding over the 10-year period.

- The level of funding for Health & Safety and SOGR projects is consistent with Long-Term Care Homes & Services' objective to ensure all health and safety issues are addressed and that the physical assets are maintained in a state of good repair to ensure safe places for its residents.
- Legislated projects account for the remaining 26.7% of the funding allocated in 2015 and 2016 to complete the redevelopment of the remaining 145-bed facility, which is the 2nd and final phase of the two phase Kipling Acres redevelopment project.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $111.604 million will be financed by the following sources:

- Debt, which accounts for $85.694 million or 76.8% of the financing over the 10-year period.
  - Long-Term Care Homes & Services has met its debt target overall for the 10-year period, however as a result of cash flow realignments for various capital projects to better reflect spending requirements the Program was under the debt target by $3.800 million in 2015 and over the debt target by $3.800 million in 2016.
  - Debt funding for the 10-year period is primarily allocated to the mandated 145-bed Kipling Acres Redevelopment in 2015 and 2016, as well as Health and Safety, and SOGR projects.
- Reserve and Reserve Funds constitute $16.000 million or 14.3% of funding for the 10-Year Plan and will partially fund Health and Safety and SOGR Projects.
- Recoverable Debt constitutes the remaining $9.910 million or 8.9% of total financing required for the 10-Year Capital Plan.
  - Ministry of Health and Long-Term Care's (MOHLTC) capital renewal strategy provides partial funding for redevelopment of long-term care homes, however it is provided on a per diem basis and cash flowed over a 25-year period once the project (or Phase) is completed.
  - Recoverable Debt is utilized entirely in the first 2 years of the 10-Year Capital Plan period for Phase-2 of the Kipling Acres Redevelopment project to develop the 145-bed facility as the City must advance the Provincial funding portion of the construction costs.
  - Construction funding is $13.30 per diem for a 25 year period, which is currently under review by the MOHLTC. The additional $1.00 per diem will be available for successful LEED (Leadership in Energy and Environmental Design) Silver Certification. This results in annual Provincial funding of $1.002 million for the 192-bed redevelopment in years 2014-2039, which was completed in the first quarter of 2014, and $0.756 million for the 145-bed redevelopment in years 2016-2041 for a combined amount of $1.758 million per year for 25 years to recover the Provincial portion of debt costs for the Kipling Acres long-term care home..

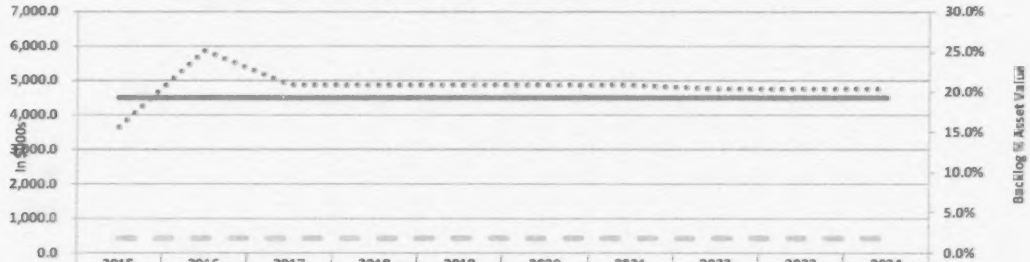
Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2020 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Kipling Acres Redevelopment (192-Bed and 145-Bed)			2,200.0	118.0							2,200.0	118.0		
Total (Net)			2,200.0	118.0							2,200.0	118.0		

The 10-Year Capital Plan will increase the 2016 Operating Budget by a total of $2.200 million net and an additional 118 positions.

- This increase results from the reopening of the 145-bed Kipling Acres facility, currently under development with expected completion by the first quarter of 2016. Currently, 145 Kipling Acres beds are being held in abeyance and will be re-introduced into the system at the beginning of 2016. As a result, operating costs will increase by $2.200 million in 2016. Additional Provincial funding announcements in 2016 and changes to the user fee rate for basic and preferred accommodations are expected to be realized in future year budgets to offset these pressures.

Chart 4
SOGR Funding & Backlog (In $000s)



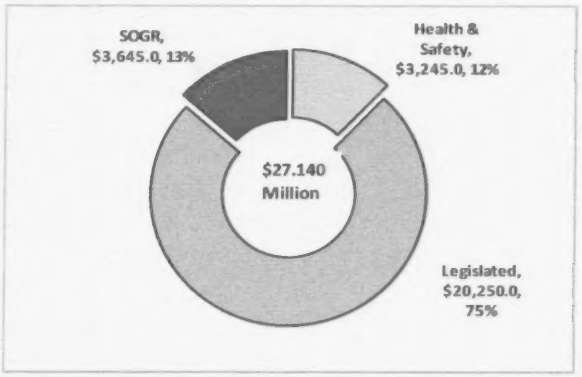
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	3,645.0	5,854.0	4,854.0	4,854.0	4,854.0	4,854.0	4,854.0	4,777.0	4,777.0	4,777.0
Accumulated Backlog Est.	4,507.0	4,507.0	4,507.0	4,507.0	4,507.0	4,507.0	4,507.0	4,507.0	4,507.0	4,507.0
Backlog % of Asset Value	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%

The 10-Year Capital Plan dedicates $48.100 million to SOGR spending over the 2015 – 2024 Capital planning period, which provides on average $4.810 million annually.

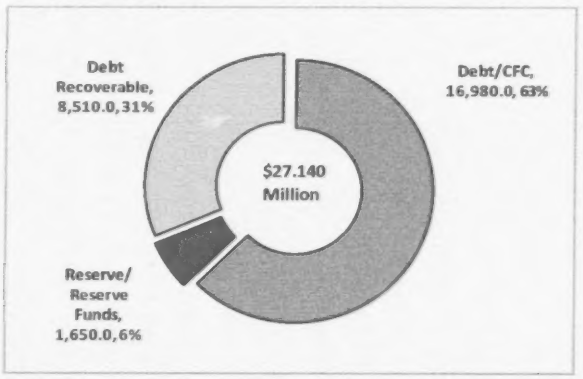
- The accumulated backlog at the end of 2014 is estimated to be $4.507 million or 1.8% of the asset replacement book value of $248.829 million and is maintained at $4.507 million or 1.8% of the asset replacement book value at the end of the 10-year period.
- Long-Term Care Homes & Services SOGR strategy ensures the safety and protection of residents through the preservation and ongoing maintenance of the 10-homes' physical plants. The 10-Year Capital Plan ensures heating/mechanical systems, outside repairs (i.e windows, brickwork and paving), elevators and roofing are maintained and replaced as required.
- While the homes will be maintained through state of good repair, current Provincial standards require the redevelopment of 5 of the City's 10 long-term care homes beyond Kipling Acres: Fudger House, Carefree Lodge, Castleview Wychwood Towers, Lakeshore Lodge, and Seven Oaks.

Funding for the redevelopment of these homes is not currently included in the 10-year Capital Plan due to affordability.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $27.140 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Health & Safety ($3.245 million, 12%)*
  - Funding for Health and Safety projects in 2015 is primarily required for heating/mechanical systems, outside repairs (windows, brickwork and paving), elevators and roofing work on homes.
- *Legislated ($20.250 million, 75%)*
  - In 2015, capital funding for Legislated projects, which continue to drive LTCHS Capital Budget, is required for Phase 2 of the multi-phase Kipling Acres redevelopment project.
- *State of Good Repair (SOGR) ($3.645 million, 13%)*
  - Funding is allocated for SOGR projects to maintain the 10-long term care homes in a state of good repair.

The 2015 Capital Budget is financed primarily by:

- *Debt ($16.980 million, 63%)*
  - $16.980 million of debt financing is $3.800 million below the debt guideline of $20.780 million set for this Program in 2015 as a result of adjustments to align annual cash flows with the Program's spending capacity.
- *Reserve and Reserve Funds ($1.650 million, 6%)*
  - Reserve and Reserve Funds funding is allocated for Health and Safety and SOGR Projects.
- *Debt Recoverable ($8.510 million, 31%)*
  - Debt Recoverable funding is allocated for Phase-2 of the Kipling Acres Redevelopment project to develop the 145-bed facility, expected to be completed by the first quarter of 2016

Parks, Forestry and Recreation

2015 Operating Budget Highlights

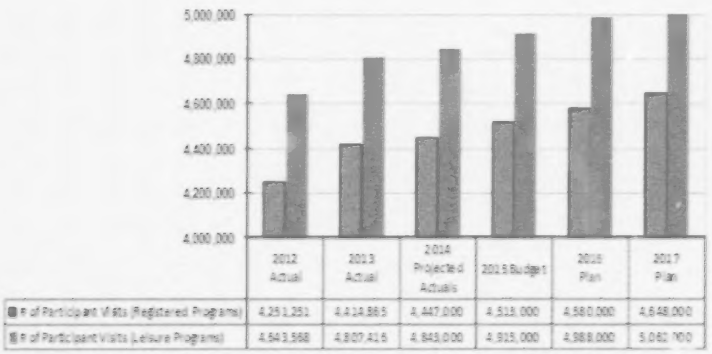
The total cost to deliver these services to Toronto residents in 2015 is $308.121 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	413,044.8	437,897.3	24,852.5	6.0%
Gross Revenues	124,127.6	129,776.7	5,649.1	4.6%
Net Expenditures	**288,917.2**	**308,120.6**	**19,203.4**	**6.6%**

For 2015, Parks, Forestry and Recreation faced pressures mainly due to prior year impacts, operating impacts of capital, and cost of living allowances for salaries and benefits. Through base reductions and revenue adjustments of $3.925 million, Parks, Forestry and Recreation was able to partially offset pressures to $19.203 million net, reflecting a 6.6% increase over the 2014 Net Operating Budget.

Trends:

Number of Participant Visits for Recreation Programs



- The number of participant visits for registered programs increased by 196,000 or 4.6% to 4.4 visits from 2012 to 2014 due to the opening of 3 new facilities. Future year visits are projected to increase to 4.5 million visits.
- The number of participant visits for leisure programs follows a similar trend due to the opening of new facilities.

2015 Operating Budget Overview

Parks, Forestry and Recreation provides a wide variety of leisure and recreation opportunities that include all Toronto residents while operating and maintaining parks, playing fields, playgrounds, recreation centres and amenities, along with trails, forests, meadows, marshes, and ravines.

Fast Facts

- 443,000 hours of Leisure Drop-in Recreation programs with 4,915,000 visits.
- 614,000 hours of Instructional Recreation programs with 4,513,000 visits.
- 8 Blue Flag beaches cleaned and groomed daily.
- 16,000 Toronto Island ferry trips carrying 1.2 million passengers.
- 105,000 trees to be planted in 2015.

2014 Key Service Accomplishments

Community Recreation

- Delivered over 1 million hours of recreation programming resulting in over 9 million annual visits to recreation programs.
- Continued the implementation of the Recreation Service Plan that include the expansion of 16 Community Centres where programs are free, the addition of 4 youth lounges, 8 new After-School Recreation Care sites, and an expanded Swim to Survive Program.
- Opened one multi-component recreation facility: Toronto Pan Am Sports Centre (TPASC).
- Continued to expand Community Development/Outreach initiatives with a focus on newcomer populations.
- Established a Youth Lounge Implementation Advisory Council.
- Increased participation in Recreation programs and services through the Welcome Policy.
- Eliminated indoor leisure swim fees effective July 1, 2014.

Parks

- Parks Plan implementation of Social Gathering Spaces that incorporated shade, seating, family gathering spaces, barbeques and fire pits in parks.
- Developed a Golf Business Plan and Marketing Plan in response to Golf Audit.
- Recovered from the July 8th, 2013 Storm that included the rebuilding of Rockcliff Yard, repair of Etobicoke Lawn Bowling Clubhouse, and repair of 10 damaged pedestrian bridges across the City.
- Coordinated response to the December Ice Storm including storm debris removal, repair/replacement of damaged park assets and mitigated public hazards.
- Improved Parks Maintenance standards for sports-fields.
- Approved Transport Canada Facility and Safety Plans for Toronto Ferry Services, including multi-year security assessments and certificates.
- Increased accessibility in parks by installing beach access matting, new park benches and perimeter pathways inside dog off-leash areas.
- Developed and implemented organic horticultural program and practices at Corktown Common

Urban Forestry

- As acknowledged by the Province, the City of Toronto was the largest municipality hit by the ice storm and completed over 100,000 work orders and managed over 300 crews at a cost of approximately $34 M.
- Managed the Emerald Ash Borer (EAB) infestation and implemented eradication efforts to manage the new Asian Long-Horned Beetle (ALHB) infestation in 2013 with The Canadian Food Inspection Agency.
- Urban Forestry completed approximately 500,000 work orders in 2014 and despite the significant impact of the storm was able to meet 90% of the core operations target.

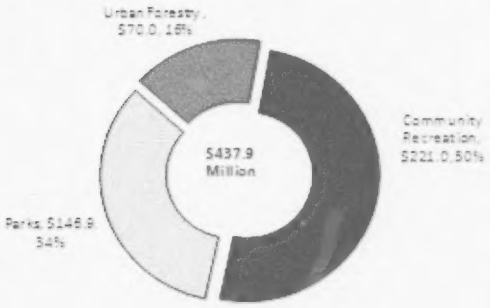
Our Service Deliverables for 2015

Parks, Forestry and Recreation offers a diverse range of leisure and recreation programming while operating and maintaining its physical and natural assets. The 2015 Operating Budget will enable the Program to:

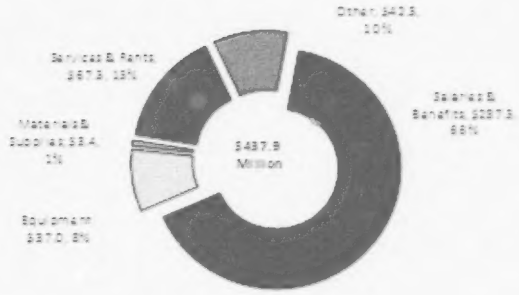
- Deliver instructional and drop-in recreation programs for all ages that teach a new skill or improve the competency level in a variety of activities including swimming, summer and holiday camps, fitness, sports and arts.
- Provide self directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.
- Provide clean, safe and well-maintained green space, park amenities and beaches.
- Manage and maintain natural areas through restoration and preservation activities.
- Operate two animal attractions in the City of Toronto.
- Provide transportation services to Toronto Island Park through Ferry Operations.
- Maintain in a state of good repair and enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
- Prepare a Facilities Master Plan to address changing needs and achieve equitable distribution of assets.

Where the money goes:

2015 Budget by Service
$437.897 Million

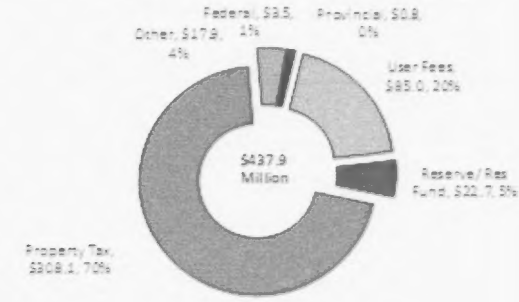


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- The **2013-2017 Recreation Service Plan** is focused on increasing participation, removing financial barriers, and increasing access.
  - ✓ The 2015 Operating Budget includes the annualized cost of prior year impact funding of $3.440 million net to continue implementing recreation initiatives approved in 2014 that include: 16 Community Centres Where Programs are Free, 8 site expansion of the After School & Recreation Care (ARC) program, Swim to Survive Program Expansion, and Enhanced Youth Lounge Expansion by 4 lounges.
- The **Parks Plan** outlines the priorities for Horticulture, Trails, Quality of Parks and Community Engagement. The initiatives to meet the goals in this plan requires significant resources which will be considered in future operating budgets.
- Urban Forestry continues to address the Emerald Ash Borer (EAB) infestation until 2019 while maintaining core service levels.
  - ✓ $18.5 million for Year 5 of the EAB Plan and $9.1 million of funding for the Urban Forestry Service Plan will be available in 2015.
  - ✓ An additional $0.500 million in 2015 is dedicated to tree planting to supplement the Urban Forestry Service Plan.

2015 Operating Budget Highlights

- Provides funding for prior year impacts of new services approved in 2014 ($7.281 million), operating impacts for new recreation facilities and parks ($2.108 million), inflationary provisions for staff salaries and benefits ($8.878 million), and general economic increases ($2.211 million).
- Base expenditure reductions and revenue changes from user fee increases of $3.925 million partially offset budget pressures.
- Funding for key enhanced service priorities include:
  - ✓ A further investment of $0.500 million in tree planting to expand the City tree canopy with Toronto Parks & Trees Foundation.
  - ✓ $0.700 million gross and $0 net for 5 Pan Am Games initiatives that provide funding for enhanced horticulture displays, turf and general maintenance, enhanced staffing, permit relief, and Maple Leaf Forever Bracelets.

Program Map

Parks, Forestry & Recreation

Parks, Forestry and Recreation brings together all of Toronto's diverse communities on a common ground. We provide a wide variety of leisure and recreational opportunities that include all Toronto residents. In our centres, parks and playing fields, we encourage communities to help themselves, and aid Torontonians to become the best they can be. We measure our success by quality, satisfaction and community development outcomes. Our parks, playing fields and recreation centres and amenities along with our trails, forests, meadows, marshes, and ravines, will be beautiful, clean, safe, and accessible, meeting all our communities' needs.

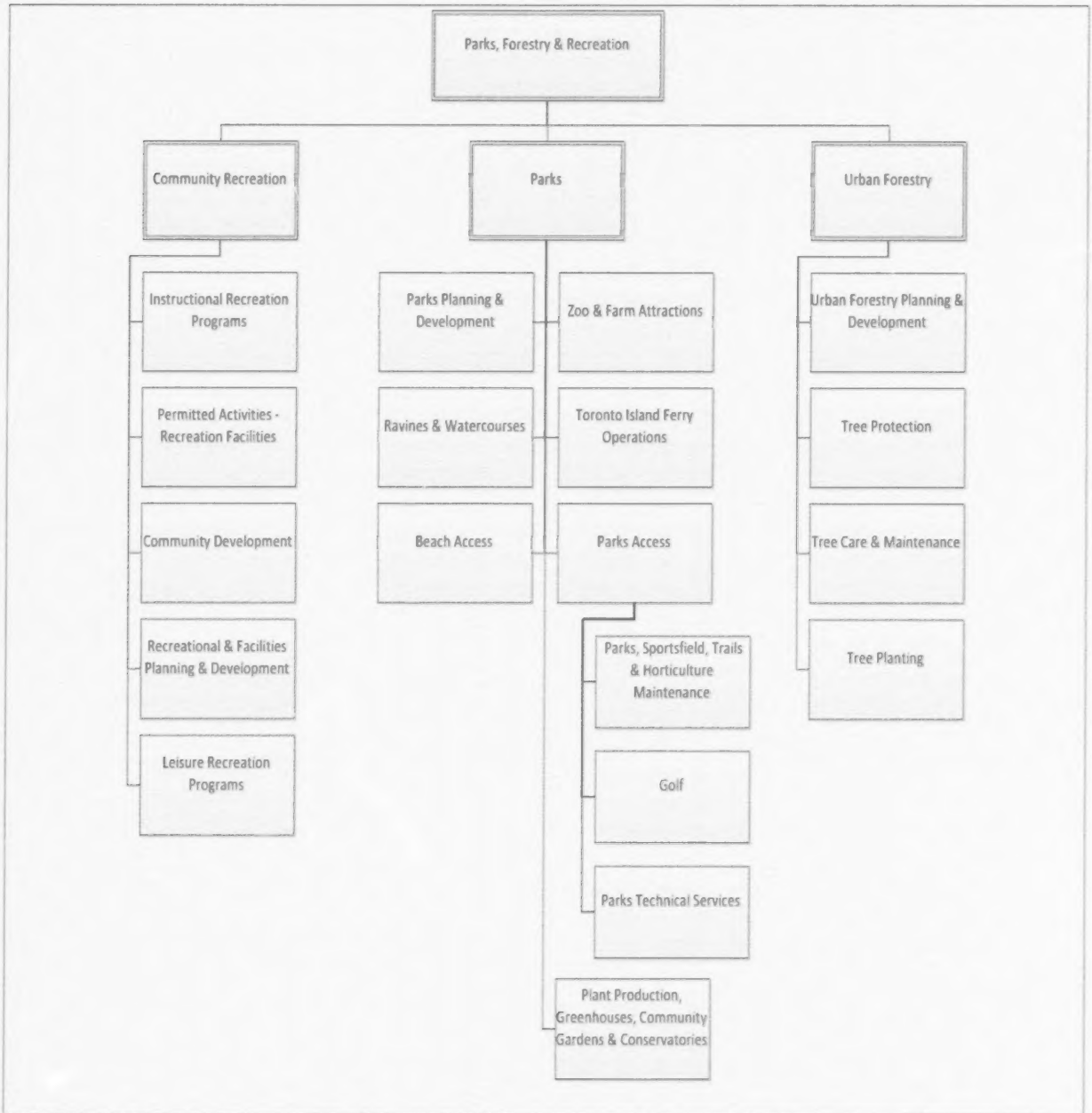


Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Projected Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community Recreation											
Gross Expenditures	209,503.9	205,603.9	219,557.3	1,452.7	221,010.3	11,506.4	5.5%	6,100.1	2.8%	481.9	0.2%
Revenue	69,240.2	65,340.2	69,219.7	920.0	70,139.7	899.6	1.3%	1,922.1	2.7%	(91.5)	(0.1%)
Net Expenditures	140,263.8	140,263.8	150,337.6	532.7	150,870.6	10,606.8	7.6%	4,178.0	2.8%	573.4	0.4%
Parks											
Gross Expenditures	139,821.3	138,821.3	146,365.4	540.0	146,905.4	7,084.2	5.1%	3,093.9	2.1%	(1,282.2)	(0.9%)
Revenue	27,910.2	27,910.2	28,377.2	540.0	28,917.2	1,007.0	3.6%	(2,461.4)	(8.5%)	0.8	0.0%
Net Expenditures	111,911.1	110,911.1	117,988.2	-	117,988.2	6,077.2	5.4%	5,555.3	4.7%	(1,283.0)	(1.1%)
Urban Forestry											
Gross Expenditures	63,719.6	60,019.6	69,325.6	656.0	69,981.6	6,262.0	9.8%	(3,637.0)	(5.2%)	(2,924.4)	(4.4%)
Revenue	26,977.3	23,277.3	30,348.8	371.0	30,719.8	3,742.6	13.9%	(6,806.9)	(22.2%)	(4,998.6)	(19.4%)
Net Expenditures	36,742.4	36,742.4	38,976.8	285.0	39,261.8	2,519.4	6.9%	3,169.9	8.1%	2,074.2	5.0%
Total											
Gross Expenditures	413,044.8	404,444.8	435,248.3	2,649.0	437,897.3	24,852.5	6.0%	5,557.0	1.3%	(3,724.7)	(0.8%)
Revenue	124,127.6	116,527.6	127,945.7	1,831.0	129,776.7	5,649.1	4.6%	(7,346.2)	(5.7%)	(5,089.3)	(4.1%)
Total Net Expenditures	288,917.2	287,917.2	307,302.6	818.0	308,120.6	19,203.4	6.6%	12,903.1	4.2%	1,364.6	0.4%
Approved Positions	4,369.6	4,155.9	4,469.7	27.3	4,497.0	127.4	2.9%	145.2	3.2%	50.5	1.1%

The 2015 Operating Budget for Parks, Forestry and Recreation is $437.897 million gross and $308.121 million net, representing a 6.6% or $19.203 million increase over the 2014 Approved Net Operating Budget.

- Parks, Forestry and Recreation's base budget pressures are mainly due to annualized impacts for new and enhanced service priorities approved in 2014 for the *Community Recreation Service Plan*, operating impacts of capital investments for parks and recreation facilities, general inflationary increases to non-salary items, and inflationary increases to salary and benefit costs.

- To help mitigate these base pressures, the *Community Recreation* and *Parks Services* were able to achieve base expenditure reductions, base revenue changes and revenue adjustments arising from recreation and parks user fee increases.

- The 2015 Operating Budget includes funding for new and enhanced services for 5 Pan Am Games related initiatives under *Community Recreation Service* and *Parks Service;* as well as enhanced service levels for tree planting which is partially offset by new Urban Forestry contravention and boundary tree permit fees.

- The 2016 and 2017 Plans are mainly comprised of prior year annualized costs, anticipated operating impacts of capital increases for new parks and facilities; as well as operating impacts for future Waterfront capital projects which Parks, Forestry and Recreation will operate and maintain. As 2016 is a collective bargaining year, no cost of living allowance has been included in the future year outlooks.

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total Service Changes			Incremental Change			
	Community Recreation		Parks		Urban Forestry		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
Tree Planting					500.0	400.0	500.0	400.0					
Pan Am Community Recreation Impacts	100.0						100.0		0.8		(0.8)		
Pan Am - Games Related Permit Relief	40.0						40.0						
Pan Am - MLF Bracelets	20.0						20.0						
Pan Am - Enhanced Horticulture Displays			140.0				140.0						
Pan Am - Enhanced Turf & General Mtnce			400.0				400.0		5.9		(5.9)		
Youth Worker Expansion	130.0	130.0					130.0	130.0	2.0				
Youth Lounges Phase 2 Expansion	403.0	403.0					403.0	403.0	7.2				
After School & Recreational Care Expansion	760.0						400.0		9.8		7.7		
Sub-Total	1,453.0	533.0	540.0		500.0	400.0	1,200.0	400.0	25.7		1.0		
New Service Priorities													
Non-Compliance and Boundary Permit Fees					156.0	(115.0)	156.0	(115.0)	1.6				
Sub-Total					156.0	(115.0)	156.0	(115.0)	1.6				
Total	1,453.0	533.0	540.0		656.0	285.0	1,356.0	285.0	27.3		1.0		

Enhanced Service Priorities ($1.453 million gross & $0.533 million net)

- Enhanced Tree Planting ($0.500 million gross, $0.400 million net)
- Pan Am Community Recreation Impacts ($0.100 million gross, $0 net)
- Pan Am Enhanced Horticulture Displays ($0.140 million gross, $0 net)
- Pan Am – Enhanced Turf & General Maintenance ($0.400 million gross, $0 net)
- Pan Am Games Related Permit Relief ($0.040 million gross, $0 net)
- Pan Am – Maple Leaf Forever Bracelets ($0.020 million gross, $0 net)
- Youth Worker Expansion ($0.130 million gross, $0.130 million net)
- Youth Lounges Phase 2 - Expansion ($0.403 million gross, $0.403 million net)
- After School & Recreation Care Expansion (ARC) ($0.760 million gross, $0 net)

New Service Priorities ($0.156 million gross & -$0.115 million net)

- New By-Law Contravention & Boundary Line Tree Permit Fees

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase				2017 - Incremental Increase			
	Gross Expense	Revenue	Net Expense	# Positions	Gross Expense	Revenue	Net Expense	# Positions
Known Impacts:								
2015 Pan Am Initiatives	(700.0)	(700.0)		(6.7)				
Base Budget Changes	(565.4)	(565.4)		(2.7)				(3.3)
Toronto Parks & Trees Foundation	(100.0)	(100.0)						
IDC/IDR (Solid Waste & Pan Am)	332.8	(271.9)	604.7		332.8		332.8	
Parks Ambassador	91.1		91.1					
Anticipated Impacts:								
Prior Year Impacts	(1,606.3)	(6,355.7)	4,749.5	65.2	(3,099.8)	(4,999.8)	1,900.0	
Operating Impact of Capital	7,792.8	204.2	7,588.6	81.7	(970.4)	(91.6)	(878.9)	53.8
Economic Factors	(238.1)		(238.1)		12.8	2.1	10.7	
Base Revenue Changes		(400.0)	400.0					
2015 User Fee Inflationary Increase		142.6	(142.6)					
Ice Permit Fee Increase - Annualization		300.0	(300.0)					
Youth Worker Expansion	16.0		16.0					
Youth Lounges Phase 2 Expansion	134.0		134.0	1.4				
After School & Recreation Care Expansion	400.0	400.0		7.7				
Sub-Total	5,556.9	(7,346.2)	12,903.1	146.6	(3,724.7)	(5,089.3)	1,364.6	50.5
Total Incremental Impact	5,556.9	(7,346.2)	12,903.1	146.6	(3,724.7)	(5,089.3)	1,364.6	50.5

Future year incremental costs are primarily attributed to the following:

Known Impacts

- 5 Pan Am related initiatives totalling $0.700 million gross and $0 net and 6.7 FTEs for Community Recreation Impacts, Enhanced Horticulture Displays, Enhanced Turf & General Maintenance, Games Related Permit Relief, and MLF Bracelets will be reversed in 2016.
- Base budget changes of $0.565 million gross and $0 net are primarily for the reversal of 5 Pan Am Legacy Initiatives approved in 2014 that include Pan Am Path, Sports Literacy, Let's Get Coaching, Para Sport, and Toronto Sports Honour.
- IDC/IDR changes will add a pressure of $0.333 million gross and $0.605 million net in 2016; and $0.333 million gross and net in 2017 arising from Solid Waste rate changes and a reduction of funding for a Pan Am position.
- Funding of $0.091 million for the Parks Ambassador Program from Shelter, Support & Housing was discontinued in 2015. In 2016, this funding shortfall will add to the base budget pressures.

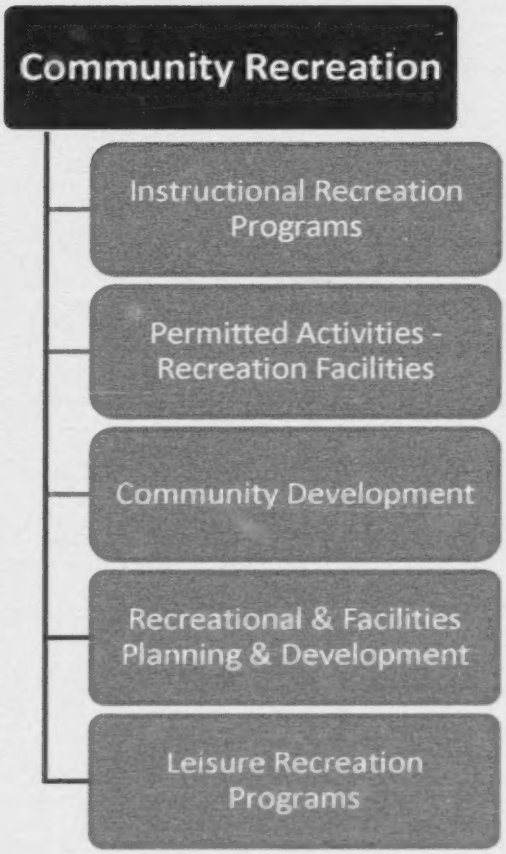
Anticipated Impacts

- Prior year impacts are expected to increase by $4.750 million net in 2016 and 65.2 FTEs and increase by an incremental $1.900 million in 2017 due to the following key priorities:

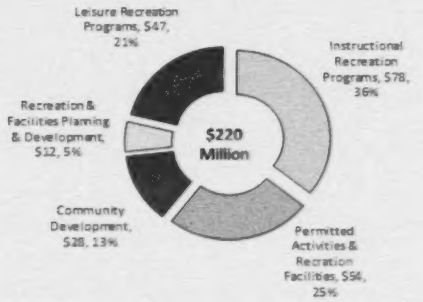
- The York Community Centre requires incremental funding of $2.529 million net and 48.5 FTEs in 2016, to fully program and operate the centre.
- The Toronto Pan Am Sports Centre anticipates incurring incremental expenditures of $1.055 million gross requiring 11.7 additional FTEs in 2016 for a net reduction of $0.336 million.
- Revised Forestry Service Plan will transfer $2.000 million in 2016 and $3.800 million in 2017 of funding from the Environment Protection Reserve Fund to the property tax base as per the phase-in plan.

- The estimated incremental operating impacts of capital totaling $7.589 million net in 2016 and net reduction of $0.879 million in 2017 are attributed to the following key initiatives:
  - Regent Park Community Centre - $0.563 million gross and net in 2016 representing the annualized cost of operating and programming the new community centre in 2015, requiring 7.1 FTEs.
  - Parks operating impacts of capital - $1.242 million gross and net in 2016 and 2.5 FTEs, and $0.038 million gross and net in 2017 for the annualized cost of new/completed parks in 2015.
  - Operating impacts of capital for projects completed in the future are estimated at $3.729 million gross and net in 2016 requiring 41.2 FTEs; and $1.138 million in 2017 requiring 54.5 FTEs.
  - Operating impacts of waterfront projects in 2016 are estimated at $2.055 million in 2016.
- The 2016 anticipated economic factors for non-salary items are expected to decline by $0.238 million gross and net in 2016 and increase by $0.011 million net in 2017.
- A base revenue target of $0.200 million net for the Exhibition Place Park Maintenance cost recovery in 2015 will be reversed in 2016. For the 2016 budget process, Parks, Forestry and Recreation and Exhibition Place will need to establish a service level agreement to establish the fair market cost for the services provided.
- Other base revenue target reversals in 2016 include the Commercial Special Events Permit revenues of $0.200 million net.
- The 2.25% inflationary permit and program user fee increase in 2015 will have an anticipated annualized revenue impact of $0.143 million net in 2016.
- The 5% market rate increase for ice permits in 2015 is expected to generate additional revenues of $0.300 million net in 2016.
- The 2.25% inflationary permit and program user fee increase in 2015 has an anticipated annualized revenue impact of $0.143 million in 2016.
- Funding of $0.016 million gross and $0.016 million net in 2016 is needed for the annualized impact of the Youth Worker Expansion.
- Funding of $0.134 million gross and $0.134 million net in 2016 is needed to complete the implementation of Phase 2 of the Youth Lounge Expansion. An additional 1.4 temporary FTEs will also be required.
- Funding of $0.400 million gross and $0 net in 2016 will be required to complete the expansion of the After School & Recreation Care Program at an additional 10 sites. An additional 7.7 temporary FTEs will also be required.

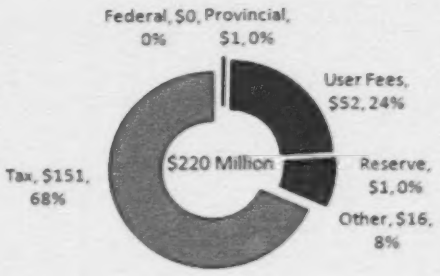
2015 Budget by Service: Community Recreation



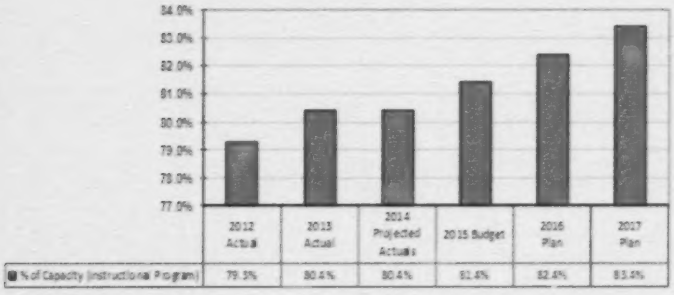
2015 Service Budget by Activity


Leisure Recreation Programs, $47, 21%
Instructional Recreation Programs, $78, 36%
Recreation & Facilities Planning & Development, $12, 5%
$220 Million
Community Development, $28, 13%
Permitted Activities & Recreation Facilities, $56, 25%

Service by Funding Source



Community Recreation % of Capacity



- Recreation has improved its program utilization through the Business Transformation project that has led to increased monitoring and quality assurance.
- Community Recreation will continue to strive to provide quality programming that is locally responsive.

2015 Service Levels
Community Recreation

		Service Levels			
Activity	Type	2012	2013	2014	2015
Community Development	Community Engagement ~ Investing in Families	1,076 recreational assessments completed with families on Ontario Works. enrolled 1,061 families in programs, including 334 adults, 296 youth and 1260 children.		Approximately 1,100 recreational assessments with families on Ontario Works Enrolled approximately 1,100 families in programs; including 350 adults, 1500 children	Approximately 1,100 recreational assessments with families on Ontario Works Enrolled approximately 1,100 families in programs; including 350 adults and 1,500 children
	Community Engagement ~ Community Development & Engagement		38 community advisory councils	38 Community advisory groups	38 Community advisory groups
	Special Events ~ Community Special Events		Locally planned community events	Locally planned community events	Locally planned community events
	Volunteerism ~ Volunteerism	6,000 volunteers		Appoximately 6,000 volunteers	Approximately 6,000 volunteers
	Youth Outreach ~ Youth Outreach Worker Program	18 youth advisory councils	18 youth advisory councils, 100,000 Youth Referrals & 85,000 Youth contacts	29 youth advisory councils, 100,000 Youth Referrals & 85,000 Youth contacts	32 youth advisory councils, 100,000 Youth Referrals & 90,000 Youth contacts
Instructional Recreation Programs	Adapted and Integrated Programs ~ Adapted and Integrated Programs	Maintain compliance to specified instructor ratios. (1:1 to 1:3)		Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)
	Afterschool Recreation	Maintain compliance to	Maintain compliance to	Maintain compliance to 10	Maintain compliance to 10
	Camps ~ Specialized	Maintain compliance to specified instructor ratios. (1:1 to 1:3)		Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)
	All	Maintain compliance to specified instructor ratios		Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Camps ~ General & Enriched Camps	Maintain compliance to specified instructor ratios		Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Aquatics ~ Group Lessons	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.		Compliance with ON Health Protection Act -	Compliance with ON Health Protection Act -
	Instructional Aquatics ~ (Semi) Private Lessons	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.		Compliance with ON Health Protection Act -	Compliance with ON Health Protection Act -
	Instructional Arts & General Interest ~ Instructional Arts & General Interest	Maintain compliance to specified instructor ratios		Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Fitness & Sports ~ Fitness Classes	Maintain compliance to specified instructor ratios		Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Fitness & Sports ~ Sports	Maintain compliance to specified instructor ratios		Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Skating ~ Skating	Maintain compliance to specified instructor ratios		Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Skiing ~ Ski	Maintain compliance to specified instructor ratios		Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios

2015 Service Levels
Community Recreation

Activity	Type	Service Levels 2012	2013	2014	2015
Leisure Recreation Programs	Leisure Arts & General Interest ~ Leisure Arts &	Maintain compliance to specified supervision ratios		Maintain compliance to specified supervision	Maintain compliance to specified supervision
	All	Maintain compliance to specified supervision ratios		Maintain compliance to specified supervision	Maintain compliance to specified supervision
	Leisure Fitness & Sports ~ Fitness Centres & Weight Rooms	Maintain compliance to specified supervision ratios		Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
	Leisure Fitness & Sports ~ Sports	Maintain compliance to specified supervision ratios		Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
	Leisure Skating ~ Indoor Leisure Skating	Maintain compliance to specified supervision ratios. Ie. 2 staff at most locations.		Maintain compliance to specified supervision ratios. Ie. 2 staff at most	Maintain compliance to specified supervision ratios
	Leisure Skating ~ Outdoor Leisure Skating	Maintain compliance to specified supervision ratios. Ie. 2 staff at most locations.		Maintain compliance to specified supervision ratios. Ie. 2 staff at most	Maintain compliance to specified supervision ratios
	Leisure Ski ~ Leisure Ski		Maintain 2 ski-hills for public use. Availability is weather dependent.	Maintain 2 ski-hills for public use. Availability is weather dependent.	Maintain 2 ski-hills for public use. Availability is weather dependent.
	Leisure Swim ~ Outdoor Pools & Wading Pools		Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.
	Leisure Swim ~ Indoor Pools		Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
Permitted Activities - Recreation Facilities	Recreation Facilities ~ Community Centre Space	134 community centres Facilities with dedicated staff - continuous maintenance - mostly 7 days per week coverage		Approximately 590,000 permit hours	Approximately 600,000 permit hours
	All	134 community centres Facilities with dedicated staff - continuous maintenance - mostly 7 days per week coverage		Approximately 590,000 permit hours	Approximately 600,000 permit hours
	Recreation Facilities ~ Ice Pads	Continuous maintenance - mostly 7 days per week coverage		Continuous maintenance - mostly 7 days per week coverage	Continuous maintenance - mostly 7 days per week coverage
	Recreation Facilities ~ Outdoor Pools	Daily inspection and maintenance for pool filtration and chemistry.		Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.
	Recreation Facilities ~ Indoor Pools	Daily inspection and maintenance for pool filtration and chemistry.		Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.
	Stadiums ~ Stadiums	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.		Weekly brushing, disinfectant application, infill replacement and	Weekly brushing, disinfectant application, infill replacement and
Recreational & Facilities Planning & Development	Large Community Centres	3.01 large per 100,000 population	3.01 large per 100,000 population	135 community centres	137 community centres
	Small Community Centres	1.85 small per 100,000 population	1.85 small per 100,000 population		
	All	134 community centres	134 community centres	135 community centres	137 community centres
	Facility Feasibility Study	As required		As required	As required
	Indoor Ice Pads	42 pads		Approximately 2.2 per 100,000 population	48 pads
	Outdoor Ice Pads	52 pads		Approximately 2.9 per 100,000 population	64 pads
	Land Acquisition	As required		As required	As required
	Indoor Pools	2.52 per 100,000 population		Approximately 2.5 per 100,000 population	65 pools
	Outdoor Pools	2.12 per 100,000 population		Approximately 2.1 per 100,000 population	58 pools

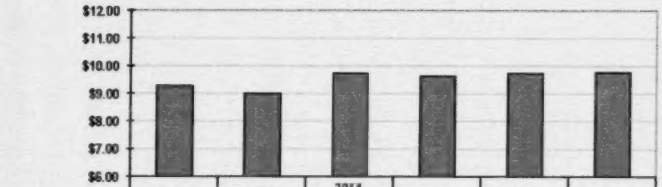
The 2015 Service Levels for the *Community Recreation Service* reflect the following changes:

The *Permitted Activities at Recreation Facilities* activity service level for community centre space increased to 600,000 permitted hours in 2015 due to new facilities opening in 2015 and 2016.

The *Recreational & Facilities Planning & Development* activity has been updated with the current number of recreation assets and facilities under its management.

Service Performance

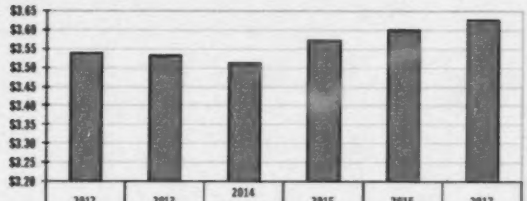
Registered Recreation Programs Cost per Participant of Registered Program



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Cost per participant (Instructional Rec Program)	$9.30	$9.00	$9.73	$9.65	$9.72	$9.80

- Registered programs include skating, aquatics, fitness, camps, arts and general interest, as well as the ARC program.
- The cost per participant of a instructional programs has steadily increased from 2012 to 2014 by inflation and is expected continue at the same rate in the future years.
- The cost per participant is projected to increase by 8.1% in 2014 to reflect the 3 new major recreation facilities that have a large portion of one-time costs.

Leisure Recreation Programs Cost per Participant of Leisure Programs



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Cost per participant (Leisure Rec Program)	$3.54	$3.53	$3.51	$3.57	$3.60	$3.63

- Leisure programs include skating, aquatics, arts and general interest.
- The cost per participant of a leisure program has been steady between 2012 and 2014, and future years are projected to increase due to cost-of-living adjustments to expenses.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Instructional Recreation Programs	73,502.5	78,340.0		78,340.0	4,837.5	6.6%	802.0	**79,142.0**	5,639.5	7.7%	2,513.5	3.2%	1.5	0.0%
Permitted Activities & Recration Facilities	53,339.2	54,346.8		54,346.8	1,007.6	1.9%	56.0	**54,402.8**	1,063.6	2.0%	713.4	1.3%	1.0	0.0%
Community Development	27,234.8	28,097.7		28,097.7	862.9	3.2%	567.0	**28,664.7**	1,429.9	5.3%	(652.4)	-2.3%	1.3	0.0%
Recreation & Facilities Planning & Development	11,497.1	12,081.4		12,081.4	584.3	5.1%		**12,081.4**	584.3	5.1%	2,024.1	16.8%	477.5	3.4%
Leisure Recreation Programs	43,930.4	46,691.4		46,691.4	2,761.1	6.3%	28.0	**46,719.4**	2,789.1	6.3%	1,501.5	3.2%	0.6	0.0%
Total Gross Exp.	209,503.9	219,557.3		219,557.3	10,053.4	4.8%	1,453.0	**221,010.3**	11,506.4	5.5%	6,100.1	2.8%	481.9	0.2%
REVENUE														
Instructional Recreation Programs	32,453.8	31,653.8		31,653.8	(800.0)	(2.5%)	802.0	**32,455.8**	2.0	0.0%	1,697.4	5.2%	0.0	0.0%
Permitted Activities & Recration Facilities	20,787.8	20,758.9	300.0	21,058.9	271.1	1.3%	56.0	**21,114.9**	327.1	1.6%	557.6	2.6%	0.0	0.0%
Community Development	3,236.8	3,617.2		3,617.2	380.4	11.8%	34.0	**3,651.2**	414.4	12.8%	(466.5)	-12.8%	0.0	0.0%
Recreation & Facilities Planning & Development	4,443.8	4,841.3		4,841.3	397.5	8.9%		**4,841.3**	397.5	8.9%	135.4	2.8%	(91.6)	(1.8%)
Leisure Recreation Programs	8,318.0	8,048.5		8,048.5	(269.5)	(3.2%)	28.0	**8,076.5**	(241.5)	(2.9%)	(1.8)	0.0%	0.0	0.0%
Total Revenues	69,240.2	68,919.7	300.0	69,219.7	(20.4)	(0.0%)	920.0	**70,139.7**	899.6	1.3%	1,922.1	2.7%	(91.5)	(0.1%)
NET EXP.														
Instructional Recreation Programs	41,048.8	46,686.2		46,686.2	5,637.4	13.7%		**46,686.2**	5,637.4	13.7%	816.2	1.7%	1.4	0.0%
Permitted Activities & Recration Facilities	32,551.3	33,587.9	(300.0)	33,287.9	736.6	2.3%		**33,287.9**	736.6	2.3%	155.8	0.5%	1.0	0.0%
Community Development	23,998.0	24,480.6		24,480.6	482.5	2.0%	533.0	**25,013.6**	1,015.5	4.2%	(186.0)	-0.7%	1.3	0.0%
Recreation & Facilities Planning & Development	7,053.3	7,240.0		7,240.0	186.8	2.6%		**7,240.0**	186.8	2.6%	1,888.7	26.1%	569.0	6.2%
Leisure Recreation Programs	35,612.4	38,642.9		38,642.9	3,030.6	8.5%		**38,642.9**	3,030.6	8.5%	1,503.3	3.9%	0.6	0.0%
Total Net Exp.	140,263.8	150,637.6	(300.0)	150,337.6	10,073.8	7.2%	533.0	**150,870.6**	10,606.8	7.6%	4,178.0	2.8%	573.4	0.4%
Approved Positions	2,843.4	2,932.1		2,932.1	88.7	3.1%	0.8	2,932.9	89.6	3.1%	90.1	3.1%	33.1	1.1%

The ***Community Recreation*** Service delivers recreation programs and services in a customer-driven, high quality, accessible, equitable and innovative manner.

The 2015 Operating Budget for *Community Recreation* of $221.010 gross and $150.871 million net is $10.074 million or 7.2% over the 2014 Approved Net Budget.

- Base budget pressures in *Community Recreation Service* are mainly due to prior year annualizations totalling $6.051 million net for the following initiatives that were included in the 2014 Operating Budget:
  - In September 2014, 16 existing community centres were designated as Community Centres with Free Programming (formerly known as Priority Centres) that cost $0.860 million net. The annualized impact of this service enhancement is $2.443 million net in 2015.
  - Opened to the public on September 2, 2014, the Toronto Pan Am Sports Centre complex features two Olympic-size swimming pools, four full-sized gymnasiums, a fitness centre, a climbing wall, and a 200-metre track. The aquatics centre hosted diving and swimming competitions during the 2015 Pan American Games. The City delivers recreation programming and maintains a proportionate share of the facilities as outlined in the shareholder agreement with the University of Toronto that requires funding of $1.949 million in 2015.

- The York Community Centre construction began in 2014 and the completion date in expected for 2015. Funding of $0.649 million is required in 2015 to plan program and services for its opening.
- In September 2014, After-School & Recreation Care (ARC) program was expanded by 8 sites at a cost of $0.375 million net in 2014. This enhanced service has an annualized cost of $0.358 million net in 2015.
- The 2014 Operating Budget provided funding of $0.378 million net in 2014 for 7.8 FTEs to add 4 enhanced youth lounges that include full-time staff at each of the locations to oversee the youth lounge space and programs; as well as provide information and referral, facilitate community based partnerships and work collaboratively with other community centre staff in delivery of programs for the youth. The incremental funding required is $0.338 million net for 3.8 FTEs representing the 2015 annualized cost.
- Leisure swim fees for indoor pools across the City were eliminated effective July 1, 2014 resulting in a revenue loss of $0.250 million in 2014. The annualized cost of the revenue reduction in 2015 is $0.210 million for Community Recreation's budget.

- The Regent Park Community Centre opened in September 2015 creating a funding pressure of $0.634 million net in 2015 for programming and operations.
- Inflationary increases for non-salary expenditures add a further pressure of $1.630 million net based on corporate rates and includes a supplemental provision for hydro, Toronto District School Board payments, and Welcome Policy subsidies.
- A key cost driver includes the cost of living allowance for union and non-union, management progression pay, increase in fringe benefits common among all activities results in an increase of $4.484 million in salaries and benefits.
- An increase to the Toronto Police Service reference check fee added a budget pressure of $0.100 million to the *Community Recreation Service*, as the Program is required to pay an increased fee for conducting police checks prior to hiring Community Recreation staff.
- Additional funding of $0.037 million is required in the *Community Recreation Budget* due to the provincially mandated increase to minimum wage which impacts its recreation staff.
- The elimination of funding from Shelter, Support and Housing to Parks Service for the Parks Ambassador Program adds a pressure of $0.091 million in 2015 as the Division continues to deliver this program using existing resources at a reduced level of service.

In order to offset the above pressures, the 2015 service changes for *Community Recreation* consists of base reductions of $1.000 million, base revenue changes of $1.514 million and revenue adjustments of $0.300 million, as detailed below:

Reduce the Welcome Policy Subsidy ($0.700 million gross & net)

- The 2015 Operating Budget for *Community Recreation Service* reduced the 2015 Welcome Policy budget by $0.700 million in 2015. There is no anticipated service impact with this reduction.

- In 2014, the Welcome Policy subsidy was reduced by a total of $1.0 million net ($0.260 million in 2014 and incremental $0.740 million in 2015) associated with the Council approval of 16 new Community Centres Where Programs Are Free.
- An inflation rate of 2.25% or $0.225 million is applied to the Welcome Policy budget to partially offset this reduction resulting in a Welcome Policy budget of $8.794 million in 2015.
- The changes to the Welcome Policy budget are detailed in the table below:

Welcome Policy Budget	Annual Expenditure $
2013 Welcome Policy Budget	**10,269,160**
2014 Community Centres Where Programs are Free Impact	(260,000)
2014 Welcome Policy Budget	**10,009,160**
2015 Community Centres Where Programs are Free Impact	(740,000)
2015 Welcome Policy Budget	**9,269,160**
2015 Inflation	225,206
2015 Reduction	(700,000)
2015 Welcome Policy Budget	**8,794,366**

Recreation Supplies & Equipment Reduction ($0.300 million gross & net)

- As part of the effort to reduce budget pressures, the 2015 *Community Recreation* budget was reduced by $0.300 million for recreation supplies and equipment across various activities.

Program User Fee Inflationary Increase (2.25%)

- In line with the City Council adopted User Fee Policy, the Program has completed their annual review of User Fees and applied an inflationary increase of 2.25% based on service specific costs to Program User Fees in order to maintain 2014 cost recovery levels that results in increased revenues of $1.514 million in 2015.

5% Market Rate Increase for Indoor Ice Permit Fees

- Parks, Forestry and Recreation has 58 indoor rinks and offers over 70,000 indoor ice permit bookings with over 1.2 million attendees per year. The 2015 Operating Budget includes an inflationary increase of 2.25% for recreation programs as discussed above, as well as a 5.0% increase bringing the total increase to 7.25% for ice permit fees effective September 2015.
- This revenue adjustment partially offsets the Program's budgetary pressures, increase cost recovery, and align the City's ice permit fees more closely to other municipalities in the Greater Toronto Area (GTA). Incremental revenues of $0.300 million net in 2015 and $0.300 million net in 2016 are expected.
- The 2014 ice permit rates for non-profit, resident, children and youth prime time rink type A for similar type groups when compared to other municipalities indicate that the City of Toronto ice permit rate is within the 20th percentile suggesting below market range.

- The City of Toronto Ice Permit fee structure is based on a detailed matrix consisting of rink type (premier, type A, B or C), permit group type (residential, non-residential, commercial, non-profit, adult, children & youth), and time (prime and non-prime).
- Rink type A accounts for 78% of all City of Toronto indoor rinks. Based on 2013 data, 75% of all booking hours are within the non-profit, children and youth prime time groups.
- The 2015 ice permit fees are detailed below:

Rink Type	Rate Description	2014 Ice Permit Fees	2015 Ice Permit Fees	
			2.25% Inflationary Increase	5% Increase
Premier	Commercial / Private	$318.65	$325.82	$342.11
Premier	Community Adult - Resident Adult or Older Adult & Not for Profit	$298.36	$305.07	$320.33
Premier	Community Youth - Resident Children and Youth & Not for Profit	$160.39	$164.00	$172.20
Premier	Competitive Junior Hockey	$264.86	$270.82	$284.36
Premier	Competitive Youth - Non Resident Children and Youth & Not for Profit	$216.62	$221.49	$232.57
Type A	Commercial / Private	$313.87	$320.93	$336.98
Type A	Community Adult - Resident Adult or Older Adult & Not for Profit	$257.77	$263.57	$276.75
Type A	Community Youth - Resident Children and Youth & Not for Profit	$154.13	$157.60	$165.48
Type A	Competitive Junior Hockey	$255.28	$261.02	$274.07
Type A	Competitive Youth - Non Resident Children and Youth & Not for Profit	$208.73	$213.43	$224.10
Type B	Commercial / Private	$263.74	$269.67	$283.16
Type B	Community Adult - Resident Adult or Older Adult & Not for Profit	$218.39	$223.30	$234.47
Type B	Community Youth - Resident Children and Youth & Not for Profit	$129.07	$131.97	$138.57
Type B	Competitive Youth - Non Resident Children and Youth & Not for Profit	$175.90	$179.86	$188.85
Type C	Commercial / Private	$255.40	$261.15	$274.20
Type C	Community Adult - Resident Adult or Older Adult & Not for Profit	$210.04	$214.77	$225.50
Type C	Community Youth - Resident Children and Youth & Not for Profit	$120.31	$123.02	$129.17
Type C	Competitive Youth - Non Resident Children and Youth & Not for Profit	$168.03	$171.81	$180.40

- A 5% fee increase to ice permit fees for non-profit, resident, children and youth – prime time would increase the City of Toronto rates to within the 50th percentile when compared to other municipalities, suggesting mid market range.

The 2015 Operating Budget for *Community Recreation Service* includes funding of $1.453 million gross and $0.533 million net for the following new initiatives:

Pan Am Community Recreation Impacts ($0.100 million gross, $0 net)

- One-time funding was provided to hire (0.8 FTEs) temporary supervisor position for Community Recreation between May and August 2015 to act as the primary point of contact between TO2015 and recreation facility staff to ensure facility services and supports are in place during the games.

The initiative is funded by the Tax Stabilization Reserve (XQ0703) with a reversal of funding in 2016.

Pan Am Games Related Permit Relief ($0.040 million gross, $0 net)

- Funding of $0.040 million provides relief to City divisions that have suffered revenue losses arising from the use of City facilities for the purpose of the Pan Am games. This one-time service enhancement is funded from the Major Special Events Reserve Fund (XR1218)

Pan Am – Maple Leaf Forever (MLF) Bracelets ($0.020 million gross, $0 net)

- This enhanced service initiative provides $0.020 million of funding (50% from Ontario grant and 50% from Major Special Events Reserve Fund) to the My Pan Am/Para Pan project which aims to personalize Toronto's welcome to the national and international Games family, visiting dignitaries, sponsors and media. Maple Leaf Forever Bracelets are the signature element of the My Pan Am/Parapan Am project. Athletes, coaches and officials from Team Canada were gifted with local-artisan-designed bracelets.

Youth Worker Expansion ($0.130 million gross, $0.130 million net)

- The 2015 Budget includes funding for an additional 2 permanent positions to support leadership development for 12 to 15 year olds by building on the existing Youth Leadership Framework, youth camps, and Youth Advisory Councils. City Council approved a new universal Youth Leadership program as part of the implementation of the Recreation Service Plan.

Youth Lounges Phase 2 - Expansion ($0.403 million gross, $0.403 million net)

- The 2015 Budget includes funding for the expansion of Youth Lounges at three additional designated locations with an additional 7.2 FTEs. Funding includes a full-time recreation staff at each location to oversee the youth lounge space and programs, provide information and referral, facilitate community based partnerships, and work collaboratively with other community centre staff in delivery of programs and services for youth. The Youth Lounges provide drop-in and instructional programs such as fitness and wellness, dance and sports

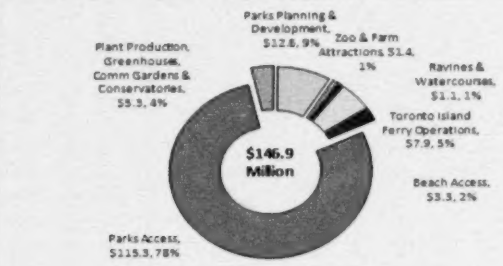
After School & Recreation Care Expansion (ARC) ($0.760 million gross, $0 net)

- This enhancement extends the ARC Program to an additional 10 sites. The ARC Program is delivered in partnership with Children's Services and is funded by combination of provincial subsidies and user fees. The Council Approved Program addresses child care and recreation needs of school age children in vulnerable communities.

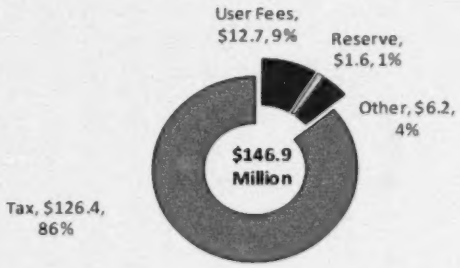
2015 Budget by Service: Parks

- **Parks**
  - Parks Planning & Development
  - Ravines & Watercourses
  - Beach Access
  - Zoo & Farm Attractions
  - Toronto Island Ferry Operations
  - Plant Production, Greenhouses, Community Gardens & Conservatories
  - Parks Access
    - Parks, Sportsfield, Trails & Horticulture Maintenance
    - Golf
    - Parks Technical Services

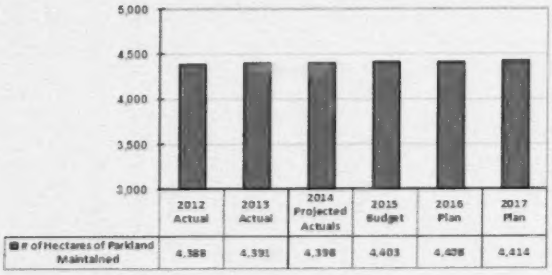
Service Budget by Activity


Parks Planning & Development, $12.8, 9%
Zoo & Farm Attractions $1.4, 1%
Ravines & Watercourses, $1.1, 1%
Toronto Island Ferry Operations, $7.9, 5%
Beach Access, $3.3, 2%
Parks Access, $115.3, 78%
Plant Production, Greenhouses, Comm Gardens & Conservatories, $5.3, 4%
$146.9 Million

Service by Funding Source



Number of Hectares of Parkland Maintained



- The number of hectares of parkland maintained by Parks, Forestry and Recreation has increased gradually from 2012 to 2014 and is projected to increase in the future due to new park development over the years.

2015 Service Levels
Parks

		Service Levels			
Activity	Type	2012	2013	2014	2015
Beach Access	Beach Maintenance	Swimming beaches cleaned and groomed daily		Blue flag beaches cleaned and groomed daily	Blue flag beaches cleaned and groomed daily
Parks Access	Golf Courses	Daily maintenance	Daily maintenance as per seasonal requirements at	Daily maintenance as per seasonal requirements at	Daily maintenance as per seasonal requirements at
	Sports Fields	360,000 permit hours	General services, turf maintenance and litter pick-up on a weekly basis during the summer.	General services, turf maintenance and litter pick-up on a weekly basis during peak season	General services, turf maintenance and litter pick-up on a weekly basis during peak season
	All	General services, turf maintenance and litter pick-up on a weekly basis	General services, turf maintenance and litter pick-up on a weekly basis	General services, turf maintenance and litter pick-up on a weekly basis	General services, turf maintenance and litter pick-up on a weekly basis
	Parks Horticulture Beds	1 horticultural displays planted/ makeover per ward	Regular maintenance as required. Horticulture beds rejuvenated on a 5 year cycle.	Regular maintenance as required. Horticulture beds rejuvenated on a 5 - 7 year cycle	Regular maintenance as required. Horticulture beds rejuvenated on a 5 - 7 year cycle
	Natural parkland & trails		Annual inspections for natural areas and regular maintenance for trails, bridges & life rings.	Annual inspections for natural areas as per grass cutting schedule, and regular maintenance for trails, bridges & life rings.	Annual inspections for natural areas as per grass cutting schedule, and regular maintenance for trails, bridges & life rings.
	General parkland & trails		General services, turf maintenance and litter pick-up on a weekly basis during the summer.	General services, turf maintenance and litter pick-up as per the grass cutting schedule	General services, turf maintenance and litter pick-up as per the grass cutting schedule
	Equipment Maintenance	Work orders completed in priority order as time and resources permit		Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit
	Parks Construction & Asset Maintenance	Work orders completed in priority order as time and resources permit		Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit

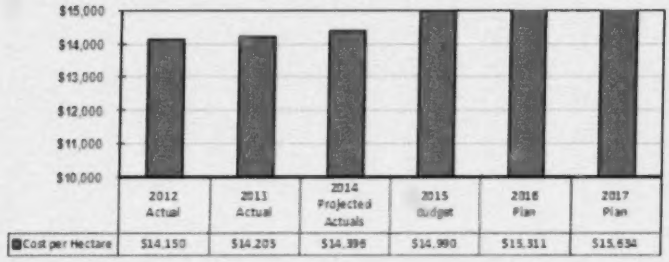
2015 Service Levels
Parks

		Service Levels			
Activity	Type	2012	2013	2014	2015
Parks Planning & Development	All	Parks Plan reviewed annually		Parks Plan reviewed annually 8,091 HA of Parkland	Parks Plan reviewed annually. 8,096 HA of Parkland
Plant Production, Greenhouses, Community Gardens & Conservatories	Community Gardens ~ Community Gardens	Current Service Level is 0.5 Community Gardens per ward		Add an average of 3 Community Gardens per year and maintain approximately 1,500 Allotment plots	Add an average of 3 community gardens per year and supervise approximately 1,500 allotment plots
	Conservatories ~ Conservatories	2 plant conservatories and plant collection maintained. 5 seasonal flowering shows annually.		3 plant conservatories and plant collection maintained. 5 seasonal flowering shows annually.	3 plant conservatories and plant collection maintained. 5 seasonal flowering shows annually.
	Plant Production ~ Plant Production	950,000 annually produced in city production greenhouses for parks. 90% of plants used in flowering shows are produced in-house.		950,000 annuals produced for city parks and flower shows.	950,000 annuals produced for city parks and flower shows.
Ravines & Watercourses	Ravines & Watercourses		Annual inspections	Annual inspections	Annual inspections
Toronto Island Ferry Operations	Toronto Island Ferry Operations	30 ferry trips daily	30 ferry trips daily (depending on seasonal schedule).	Approximately 16,000 round trips per year	Approximately 16,000 round trips per year weather permitting
Zoo & Farm Attractions	All	Not currently measured	Animal care provided based on standards.	Animal care provided based on standards.	Animal care provided based on standards.

The 2015 Service Levels for the *Parks Planning & Development* activity level for 2015 reflects an update to the total number of hectares of parkland under Parks management while the Parks Service Plan will continue to be reviewed annually.

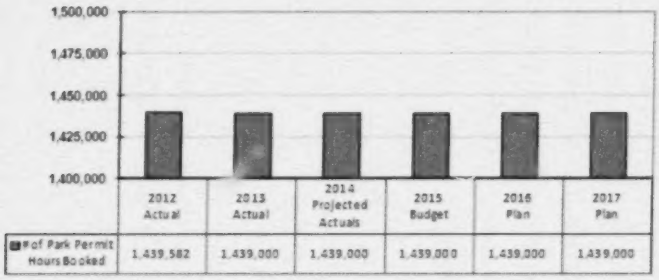
Service Performance

Parks Access Parks Cost Per Hectare Maintained



- The parks cost per hectare maintained has been steady between 2012 and 2014.
- Future year cost per hectare is expected to rise by 2% in each year due to the cost-of-living adjustments and operating impacts of capital.

Number of Park Permit Hours Booked



- Parks permit hours booked has remained steady at 1.439 million between 2012 and 20142.
- Future park permit hours booked is expected to continue at the same target between 2015 and 2017 due to the end of block booking of permits that occurred when the permits were free.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Parks Planning & Development	12,525.4	12,590.0		12,590.0	64.6	0.5%		12,590.0	64.6	0.5%	1,487.3	11.8%	398.6	2.8%
Zoo & Farm Attractions	1,419.9	1,442.4		1,442.4	22.4	1.6%		1,442.4	22.4	1.6%	(0.6)	0.0%	0.0	0.0%
Ravines & Watercourses	1,019.5	1,082.3		1,082.3	62.7	6.2%		1,082.3	62.7	6.2%	0.0	0.0%	0.0	0.0%
Toronto Island Ferry Operations	7,860.9	7,882.1		7,882.1	221.1	2.8%	40.0	7,922.1	261.1	3.4%	822.0	10.4%	(821.7)	(9.4%)
Beach Access	3,043.4	3,307.2		3,307.2	263.8	8.7%	20.0	3,327.2	283.8	9.3%	205.5	6.2%	(205.4)	(5.8%)
Parks Access	109,397.8	114,932.8		114,932.8	5,534.8	5.1%	320.0	115,252.8	5,854.8	5.4%	580.0	0.5%	(653.9)	(0.6%)
Plant Production, Greenhouses, Comm Gardens & Conservatories	4,754.4	5,129.1		5,129.1	374.7	7.9%	160.0	5,289.1	534.7	11.2%	(0.4)	0.0%	0.1	0.0%
Total Gross Exp.	139,821.3	148,365.4		148,365.4	6,544.2	4.7%	540.0	148,905.4	7,084.2	5.1%	3,093.9	2.1%	(1,282.2)	(0.9%)
REVENUE														
Parks Planning & Development	7,659.3	7,625.2		7,625.2	(34.2)	(0.4%)		7,625.2	(34.2)	(0.4%)	(710.3)	-9.3%	0.5	0.0%
Zoo & Farm Attractions	137.8	138.8		138.8	1.0	0.7%		138.8	1.0	0.7%			0.0	0.0%
Ravines & Watercourses	236.1	236.2		236.2	0.0	0.0%		236.2	0.0	0.0%			0.0	0.0%
Toronto Island Ferry Operations	6,632.9	6,302.7	12.0	6,314.7	(318.1)	(4.8%)		6,314.7	(318.1)	(4.8%)				
Beach Access	15.9	0.8	6.0	6.8	(9.1)	(57.4%)		6.8	(9.1)	(57.4%)			0.0	0.0%
Parks Access	12,836.0	13,283.4	96.0	13,379.4	543.4	4.2%	400.0	13,779.4	943.4	7.3%	(1,751.1)	-12.7%	0.3	0.0%
Plant Production, Greenhouses, Comm Gardens & Conservatories	392.1	570.1	6.0	576.1	284.0	72.4%	140.0	816.1	424.0	108.2%			0.0	0.0%
Total Revenues	27,910.2	28,257.2	120.0	28,377.2	467.0	1.7%	540.0	28,917.2	1,007.0	3.6%	(2,461.4)	-8.5%	0.8	0.0%
NET EXP.														
Parks Planning & Development	4,866.1	4,964.8		4,964.8	98.7	2.0%		4,964.8	21.5	0.4%	2,197.6	44.3%	398.2	5.6%
Zoo & Farm Attractions	1,282.1	1,303.6		1,303.6	21.5	1.7%		1,303.6	62.7	4.9%	(0.6)	0.0%	0.0	0.0%
Ravines & Watercourses	783.4	846.1		846.1	62.7	8.0%		846.1	62.7	8.0%	0.0	0.0%	0.0	0.0%
Toronto Island Ferry Operations	1,028.1	1,579.3	(12.0)	1,567.3	539.3	52.5%	40.0	1,607.3	579.3	56.3%	822.0	51.1%	(821.7)	(33.8%)
Beach Access	3,027.5	3,305.4	(5.0)	3,300.4	272.9	9.0%	20.0	3,320.4	292.9	9.7%	205.5	6.2%	(205.4)	(5.8%)
Parks Access	96,561.7	101,649.1	(96.0)	101,553.1	4,991.4	5.2%	(80.0)	101,473.1	4,911.4	5.1%	2,331.2	2.3%	(654.2)	(0.6%)
Plant Production, Greenhouses, Comm Gardens & Conservatories	4,362.3	4,458.9	(6.0)	4,452.9	90.7	2.1%	20.0	4,472.9	110.7	2.5%	(0.4)	0.0%	0.1	0.0%
Total Net Exp.	111,911.1	118,108.2	(120.0)	117,988.2	6,077.2	5.4%		117,988.2	6,041.1	5.4%	5,555.3	4.7%	(1,283.0)	(1.0%)
Approved Positions	1,204.5	1,212.2		1,212.2	7.8	0.6%	5.9	1,218.1	13.6	1.1%	37.4	3.1%	13.7	1.1%

The 2015 Operating Budget for Parks Services of $146.905 million gross and $117.988 million net is $6.041 million or 5.4% over the 2014 Approved Net Budget.

- New parks and park enhancements across the City requires additional maintenance funding of $1.322 million net to Parks base budget.
- Economic Factors created a $0.564 million net pressure for corporate non-labour inflationary increases.
- Cost of living adjustments for Local 79, 416, and non-union staff, management progression pay, and benefit rate changes of 2% for permanent and seasonal staff (from 28% to 30%) totals $3.049 million.
- The Booth Yard utility charge represents a transfer of this expense from Toronto Water's Operating Budget to Parks Service's Operating Budget which creates a pressure of $0.160 million.

The following expenditure reduction and revenue adjustments are included in the 2015 Operating Budget to partially offset the above pressures:

Ferry Reserve Contribution Reduction ($0.250 million net)

- The contribution to the ferry reserve for the purposes of replacing the Toronto Island ferry fleet was reduced from $0.500 million to $0.250 million to save $0.250 million in 2015 in order to offset budget pressures.
- The Ferry Replacement Plan proposes a 25% increase to the Ferry Reserve contribution in 2016 and in future years in order to re-establish the 2014 contribution levels. See Issues Discussion on page 51.

Premier Sportsfield & Special Event Fee - 10% Increase

- Premier sportsfields represent a very small portion of the total field complement of close to 700 sport fields across the City.
- A 10% fee increase in premier sports fields maintains fees within the 20 percentile rank for Greater Toronto Area (GTA) municipalities where comparable fees and facilities exist.
- The City of Toronto permit fees are below the Greater Toronto Area average. The existing permit fee for premier sports fields of approximately $43 per hour can be compared to rates of $70 to $80 an hour in other municipalities. The 2015 rates are based on a 10.25% increase.

Premier Sport Field	Hourly Rates
2014 Permit Rates	$42.96
2015 Proposed Rates	$48.22

- Commercial/Private and Adult sports field user groups represent 70% usage at the 14 premier sports fields. Children & Youth groups represent around 30% of usage at premier fields and 70% usage at A, B & C fields.
- The majority of teams that practice at A, B and C fields, and use premier fields for games only. The cost impact per player per season varies on usage and is expected to be approximately $20.
- In order to mitigate the impact of the increase, a discounted permit rate at premier sports fields during non-prime hours by 50% was also approved.
- The increased permit rates are in order to increase cost recovery, align the City of Toronto's premier sportsfield rates with other GTA municipalities, and partially offset budget pressures.
- An 10% increase to premier sports field permit fees and Special Events Fees results in incremental revenues of $0.120 million in 2015. This increase is in addition to the 2.25% annual inflation increase.

Exhibition Place Park Maintenance Cost Recovery

- Parks, Forestry and Recreation provides turf maintenance and horticulture maintenance services around all the assets at the Exhibition Place, as well as additional horticulture maintenance services during the Canadian National Exhibition (CNE).
- Dedicated Parks Service gardeners and handworkers are stationed at the site to assist with issues and concerns raised by Exhibition Place.
- Total cost to provide this service is approximately $0.730 million gross and $0.643 million net and does not include the services provided for during the Canadian National Exhibition. Exhibition

Place is invoiced $0.090 million annually for staffing costs and for materials including perennials and annuals purchased on behalf of Direct Energy Centre.

- In an effort to transfer the cost of delivering this service from the tax base to the user, as well as to offset budget pressures for the Division, a $0.200 million recovery from Exhibition Place is included in the 2015 Operating Budget.

The 2015 Operating Budget for Park Services also includes funding of $0.700 million gross and $0 net for the following 2 enhanced service priorities:

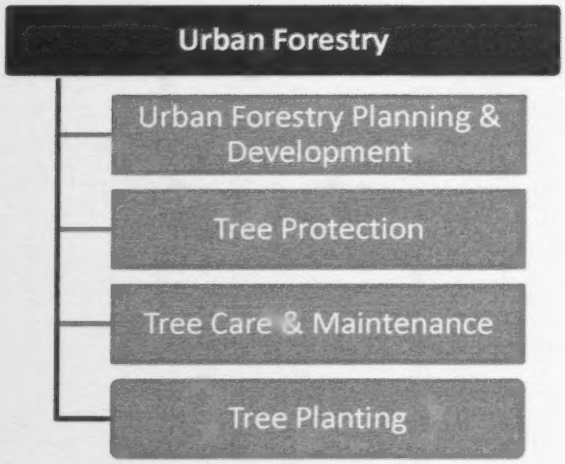
Pan Am Enhanced Horticulture Displays ($0.140 million gross, $0 net)

- The additional one-time funding from the Tax Stabilization Reserve (XQ0703) provides improvements to the horticultural beds around the venues and social gathering areas of the Pan Am Games. The horticultural designs have a Pan Am theme and colour scheme which will comprise of 100,000 annual and perennials.

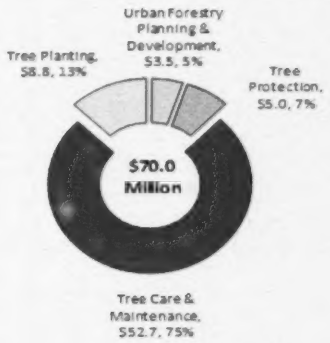
Pan Am – Enhanced Turf & General Maintenance ($0.400 million gross, $0 net)

- This enhanced service priority is cost-shared (50% from the Province and TO2015 and 50% from the Major Special Events Reserve Fund) and increases the level of service for turf maintenance, litter pick up, watering, trail maintenance, and beach maintenance leading up to the games and during the games (May to August). 5.9 additional FTEs are required to deliver this level of service at City parks and recreation facilities across the City including the Centennial Park, High Park, Toronto Pan Am Sports Centre and High Park.

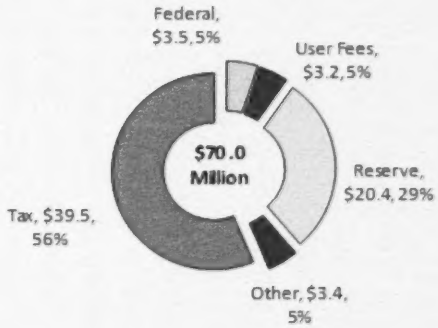
2015 Budget by Service: Urban Forestry



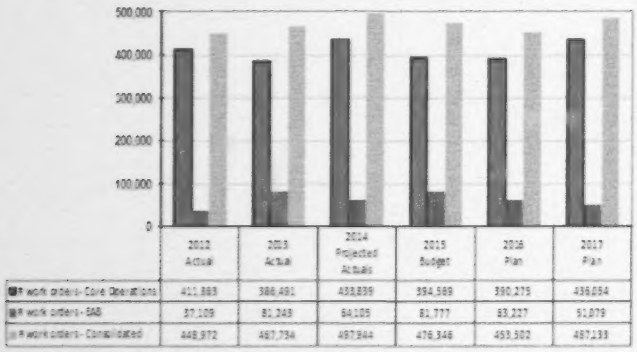
2015 Service Budget by Activity


Urban Forestry Planning & Development, $3.5, 5%
Tree Planting, $8.8, 13%
Tree Protection, $5.0, 7%
$70.0 Million
Tree Care & Maintenance, $52.7, 75%

Service by Funding Source



Urban Forestry – Number of Work Orders



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
# work orders- Core Operations	411,883	386,491	433,839	394,569	390,275	436,054
# work orders- EAB	37,109	81,243	64,105	81,777	63,227	51,079
# work orders- Consolidated	448,972	467,734	497,944	476,346	453,502	487,133

- The number of work orders increased by 18,762 or 4.2% in 2013 mainly due to the implementation of the EAB Management Plan.
- Met 90% of the 2014 projected target despite the significant impact of over 100,000 ice storm work orders.
- In 2015 and 2016, the number of work orders is expected to decline by 4.3% and 4.8% respectively to return back to pre-ice storm levels.

2015 Service Levels
Urban Forestry

		Service Levels			
Activity	Type	2012	2013	2014	2015
Tree Care & Maintenance	All	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	Approximately 313,500 maintenance activities	Approximately 358,000 maintenance activities	Approximately 365,700 maintenance activities
	Tree Care & Maintenance ~ Forest Health Care	20 year maintenance cycle; 9 months service	21,045	Approximately 41,000 trees	Approximately 25,600 trees
	Tree Care & Maintenance ~ Inspections	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	158,652	Approximately 140,000 tree inspections	Approximately 142,900 tree inspections
	Tree Care & Maintenance ~ Pruning	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	75,492	Approximately 73,000 tree prunings	Approximately 81,200 tree prunings
	Tree Care & Maintenance ~ Removals	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	16,956	Approximately 27,000 tree removals	Approximately 25,600 tree removals
	Tree Care & Maintenance ~ Stumping	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	7,240	Approximately 13,000 trees stumpings	Approximately 13,000 tree stumpings
	Tree Care & Maintenance ~ Storm Clean Ups	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	7,000	Approximately 7,000 storm clean ups	Approximately 7,000 storm clean ups
	Tree Care & Maintenance ~ Other Removal Activities	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	13,494	Approximately 24,000 other removal activities	Approximately 23,500 other removal activities
	Tree Care & Maintenance ~ General Maintenance Activities	20 year maintenance cycle; 9 months service request response time; 299,412 maintenance activities/year	13,608	Approximately 33,000 general maintenance activities	Approximately 32,600 general maintenance activities

2015 Service Levels
Urban Forestry

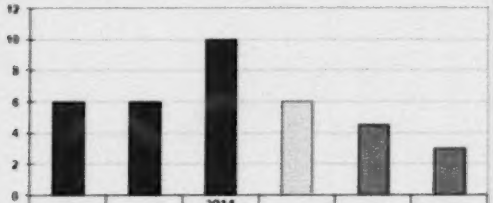
		Service Levels			
Activity	Type	2012	2013	2014	2015
Tree Planting	All	Approximately 20% canopy cover; 50,110 trees planted annually	Approximately 75,000 trees planted	Approximately 100,000 trees planted	Approximately 105,000 trees planted
	Tree Planting ~ Wire Baskets (B&B)	Approximately 20% canopy cover; 50,110 trees planted annually	7,135	Approximately 10,000 wire basket tree plantings	Approximately 13,800 wire basket tree plantings
	Tree Planting ~ Containers/Bare Root	Approximately 20% canopy cover; 50,110 trees planted annually	9,734	approximately 6500 container/bare root trees planted	Approximately 6,500 container/bare root trees planted
	Tree Planting ~ Naturalization	Approximately 20% canopy cover; 50,110 trees planted annually	59,003	Approximately 78,000 tree plantings	Approximately 65,600 naturalization tree plantings
	EAB related plantings			Approximately 6,700 EAB related tree plantings	Approximately 6,700 EAB related tree plantings
Tree Protection	Tree Protection ~ Tree Permits	71% of Development Review applications completed within corporate deadlines.	4,820	Approximately 5,600 tree permits	Approximately 5,600 tree permits
Urban Forestry Planning & Development	All	Forestry Plan Reviewed Annually		Approximately 4.1 Million public trees under management	Approximately 4.3 Million public trees under management

The 2015 Service Levels for the ***Tree Planting*** activity in 2015 includes an increase in basket tree and naturalization tree plantings that is directly attributable to the additional funding of $0.500 million.

The increase in the number of public trees under Urban Forestry's Planning and Development activity also reflects an update.

Service Performance

Tree Care and Maintenance - Forestry Service Wait Time (Months)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Service Wait Time in Months	6	6	10	6	4.5	3

- Urban Forestry has worked proactively to reduce the backlog from 24 months in 2007 to 6 months in 2013. Due to prioritizing the 2013 ice storm in order to mitigate public liability, the backlog has increased to a 10 month wait time for servicing.
- In 2015 and 2016, Urban Forestry will work to return back to pre-ice storm service levels.

2015 Service Budget by Activity

(5000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Urban Forestry Planning & Development	3,302.2	3,477.7		3,477.7	175.5	5.3%		3,477.7	175.5	5.3%	466.6	13.4%	170.7	4.3%
Tree Protection	4,420.6	4,794.6		4,794.6	374.0	8.5%	156.0	4,950.6	530.0	12.0%			0.0	0.0%
Tree Care & Maintenance	47,938.4	52,661.6		52,661.6	4,723.1	9.9%		52,661.6	4,723.1	9.9%	(3,688.7)	-7.0%	(2,612.7)	(5.3%)
Tree Planting	8,058.4	8,391.8		8,391.8	333.4	4.1%	500.0	8,891.8	833.4	10.3%	(414.9)	-4.7%	(482.5)	(5.7%)
Total Gross Exp.	63,719.6	69,325.6		69,325.6	5,606.0	8.8%	656.0	69,981.6	6,262.0	9.8%	(3,637.0)	-5.2%	(2,924.4)	(4.6%)
REVENUE														
Urban Forestry Planning & Development	841.3	993.6		993.6	152.3	18.1%		993.6	152.3	18.1%	(87.9)	-8.8%	0.9	0.1%
Tree Protection	3,108.4	2,441.2		2,441.2	(667.3)	(21.5%)	271.0	2,712.2	(396.3)	(12.7%)				
Tree Care & Maintenance	17,903.5	21,610.6		21,610.6	3,707.1	20.7%		21,610.6	3,707.1	20.7%	(6,304.0)	-29.2%	(4,628.6)	(30.2%)
Tree Planting	5,124.0	5,303.4		5,303.4	179.4	3.5%	100.0	5,403.4	279.4	5.5%	(415.0)	-7.7%	(370.9)	(7.4%)
Total Revenues	26,977.3	30,348.8		30,348.8	3,371.6	12.5%	371.0	30,719.8	3,742.6	13.9%	(6,806.9)	-22.2%	(4,998.6)	(26.4%)
NET EXP.														
Urban Forestry Planning & Development	2,460.9	2,484.1		2,484.1	23.2	0.9%		2,484.1	23.2	0.9%	554.5	22.3%	169.8	5.6%
Tree Protection	1,312.2	2,353.4		2,353.4	1,041.3	79.4%	(115.0)	2,238.4	926.3	70.6%			0.0	0.0%
Tree Care & Maintenance	30,034.9	31,051.0		31,051.0	1,016.0	3.4%		31,051.0	1,016.0	3.4%	2,615.2	8.4%	2,016.0	6.0%
Tree Planting	2,934.4	3,088.3		3,088.3	153.9	5.2%	400.0	3,488.3	553.9	18.9%	0.1	0.0%	(111.5)	(3.2%)
Total Net Exp.	36,742.4	38,976.8		38,976.8	2,234.4	6.1%	285.0	39,261.8	2,519.4	6.9%	3,169.9	8.1%	2,074.2	4.7%
Approved Positions	315.9	325.4		325.4	9.6	3.0%	1.6	327.0	11.2	3.5%	10.0	3.1%	3.7	1.1%

The ***Urban Forestry Service*** maintains and enhances the urban forest through planting new trees, protection and care of existing resources, and planning policy for the future.

The 2015 Operating Budget of $69.982 million gross and $39.262 million net is $2.519 million or 6.9% over the 2014 Approved Net Budget.

The primary budget pressures faced by the *Urban Forestry Service* are the cost of living adjustments for salaries and benefits that are common among all 3 services totalling $1.345 million; and the Revised Forestry Service Plan of $1.0 million which phases in property tax funding from the Environment Protection Reserve Fund as outlined in the Revised Forestry Service Plan.

Tree permit user fee inflationary increases account for $0.027 million net of additional revenues in the base budget.

The 2015 Operating Budget includes funding for the following new/enhanced service actions:
Enhanced Tree Planting

- Increased funding of $0.500 million gross and $0.400 million net in 2015 was dedicated to Urban Forestry to supplement the Forestry Service Plan in achieving its tree canopy goals. Funding was allocated in the following manner:
  - $0.050 million to complete a critical assessment of the tree canopy after the December 2013 ice storm that will provide information on the current canopy condition and help direct future

investments in the Forestry Service Plan. In 2016, these funds will be re-directed to tree planting.

- $0.100 million was allocated to the Toronto Parks and Trees Foundation (TPTF) as a one-time grant that will generate revenues for future investments in tree planting. PF&R will partner with Toronto Parks & Trees Foundation and the Toronto & Region Conservation Authority to plant the additional trees. In 2016, these funds will be re-directed to tree planting.
- The balance of $0.350 million is to be focused on tree planting by Urban Forestry to enhance the Forestry Service Plan.
- $0.450 million of funding provides 6,200 additional tree plantings for a total of 105,000 trees in 2015.

By-Law Contravention & Boundary Tree Permit Fees

- The 2015 Operating Budget includes the introduction of the by-law contravention fee and boundary line tree permit fees that will generate revenues of $0.271 million. This will require 1.6 FTEs with expenditures of $0.156 million to implement for a net budget reduction of $0.115 million,
- *New By-Law Contravention Fees*
  - At its meeting on February 4, 2014, the Executive Committee requested that the General Manager, Parks, Forestry and Recreation, in consultation with the City Solicitor, recommend mechanisms to enhance the enforcement function of the Tree By-laws and the Ravine and Natural Feature Protection By-law. The use of contravention fees addresses this request.
  - Urban Forestry investigates tree complaints and if any by-laws have been contravened a fee will be charged. If not, no fees will be levied against the homeowner.

Existing & 2015 New Contravention Fee

Existing / New Fees	Fee Description	2015 Fee (per tree)
Existing	Permit to Injure or Destroy Trees - Construction Related	$313.99
	Permit to Injure or Destroy Trees - Non-Construction Related	$104.96
	Permit to Injure or Destroy Trees - Construction / Non-Construction Related	$313.99
New Fees	Contravention Fee - Street Trees	$657.30
	Construction Contravention Fee - Private Trees	$657.30
	Non-Construction Contravention Fee - Private Trees	$219.10
	Construction Contravention Fee - Private Ravine/Natural Feature Tree	$657.30
	Non-Construction Contravention Fee - Private Ravine/Natural Feature Tree	$219.10
	Dumping/Alteration of Grade Contravention Fee - Private Ravine/Natural Feature Tree	$657.30

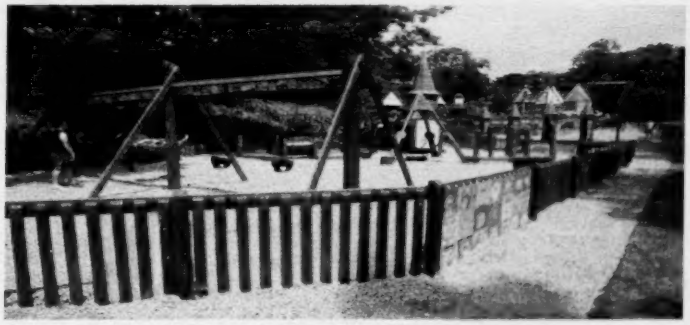
- *Boundary Line Tree Permit Fees*

- In August 2013, Urban Forestry implemented a new procedure to standardize the review of tree injury and removal applications that involve neighbor and boundary trees. This was implemented at the recommendation of City Legal in response to recent court decisions.

- When an individual applies for a permit and the tree is considered to be a boundary line tree the applicant will be charged the associated boundary tree fee. The neighbor who shares this tree is notified that a permit has been obtained for the boundary tree and will incur no charges related to the tree.

Existing & 2015 New Boundary Line Tree Fee

Existing / New Fees	Fee Description	2015 Fee (per tree)
Existing	Permit to Injure or Destroy Trees - Construction Related	$313.99
	Permit to Injure or Destroy Trees - Non-Construction Related	$104.96
	Permit to Injure or Destroy Trees - Construction / Non-Construction Related	$313.99
New Fees	Boundary/Neighbour Tree Permit - Construction Related	$657.30
	Boundary/Neighbour Tree Permit - Non-Construction Related	$219.10



Parks, Forestry and Recreation

2015 – 2024 Capital Budget and Plan Overview

Parks, Forestry and Recreation provides a wide range of leisure and recreation opportunities to Toronto residents while operating and maintaining its assets.

The Program's assets, valued at $6 billion, is comprised of 65 indoor and 57 outdoor pools, 199 water play areas, 40 indoor arenas and 53 artificial ice rinks, 135 community centres, 5 golf courses, 858 playgrounds, 636 tennis courts and sports pads, 300 km of multi- use trails and over 300 km of environmental trails, and 8,091 hectares of parkland.

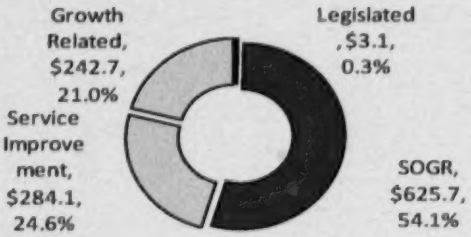
The primary focus of the 2015-2024 Capital Budget and Plan totalling $1.156 billion is to preserve and protect existing assets in a state of good repair while meeting the demands of an expanding and changing City for improvement and growth in service delivery.

The 10-Year Capital Plan provides funding for service improvement projects including two new ferry boats for the Toronto Islands, a new pool at Wellesley Community Centre, and the replacement of the Don Mills Civitan Arena.

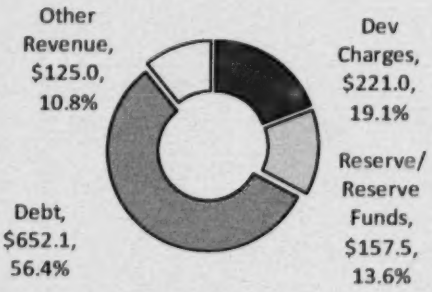
Growth related initiatives such as the construction of the York Community Centre, Regent Park Community Centre, and Railway Lands Community Centre will be completed over the 10-year planning horizon.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Invested over $36.000 million in state of good repair work on various Parks, Forestry and Recreation assets, including over $6.000 million on arenas and outdoor artificial ice rinks, and $7.000 million for community centres.
- Began the design process for the Bessarion Community Centre.
- Continued construction on the York Community Centre and Regent Park Community Centre.
- Began the multi-year rehabilitation of Mud Creek ($2.800 million) and Wilket Creek ($1.300 million) which is expected to continue into 2015.
- By the end of 2014 the following projects were completed:
  - The *Regent Park* project ($6.250 million)
  - The *June Callwood Park* project ($2.600 million)
  - The *Donald D. Summerville Outdoor Pool* ($2.400 million)
  - The rehabilitation of *Hodgson Artificial Ice Rink* ($2.050 million)
  - The *Barbara Hall (Cawthra Square)Park Improvements* project ($1.650 million)
  - The *Dufferin Grove Foot Path* project ($0.156 million)
  - The *Withrow Park North Playground* ($0.495 million)
  - The rehabilitation of the West Lodge Park ($0.420 million)
  - New water plays at *Belmar Park* and *Seven Oaks Park* ($1.000 million)
  - The *Midland St. Clair* ($0.265 million)

Key Challenges & Priority Actions

State of Good Repair Backlog – Reducing the accumulated backlog continues to be a priority and undertaking regular condition surveys to monitor the backlog are crucial to managing this need.

- ✓ $625.748 million is SOGR funding is included in the 10-Year Capital Plan to address the backlog.

Playground Replacement Program – There are 858 playgrounds across the City. The *Play Enhancement Program* and current funding allows for 12 playground replacements per year on a rotating basis.

- ✓ 13 new sub-projects, funded by Section 42 Alternate Rate cash-in-lieu and Section 37 funds totalling $2.937 million, will be dedicated to playground improvements in multiple park locations.

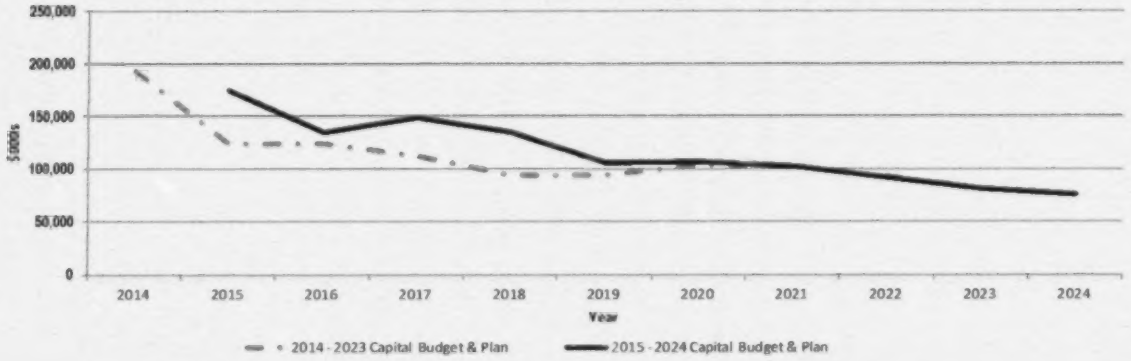
2015 Capital Budget Highlights

The 2015 Capital Budget for Parks, Forestry and Recreation of $219.549 million, including carry forward funding, will:

- Begin the design phase for a custom built Toronto Island ferry that will be constructed to meet the specific needs of transporting passengers year-round ($11.000 million);
- Begin the *Guild Inn Environmental Clean-Up* as part of the revitalization and redevelopment of this site ($1.600 million);
- Continue the design phase and to replace the single pad *Don Mills Civitan Arena* with a twin pad ($24.500 million);
- Continue the redevelopment of various parkland such as the *Grange Park* ($5.001 million), *Berczy Park* ($7.408 million), *Ramsden Park* ($4.260 million), and *McCowan District Park* ($5.325 million);
- Complete the construction of various community centres including the *York Community Centre* ($10.807 million) and *Regent Park Community Centre* ($10.099 million) projects.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	192,869	124,266	124,196	111,984	94,122	94,106	103,368	103,019	92,402	81,121		1,121,443
2015 - 2024 Capital Budget & Plan		174,134	134,365	148,567	135,167	105,718	106,624	102,619	91,827	81,496	75,302	1,155,819
Change %		40.1%	8.2%	32.7%	43.6%	12.3%	3.1%	0.4%	-0.6%	0.5%		3.1%
Change $		49,868	10,169	36,583	41,045	11,612	3,256	400	-575	375		34,376

Table 1

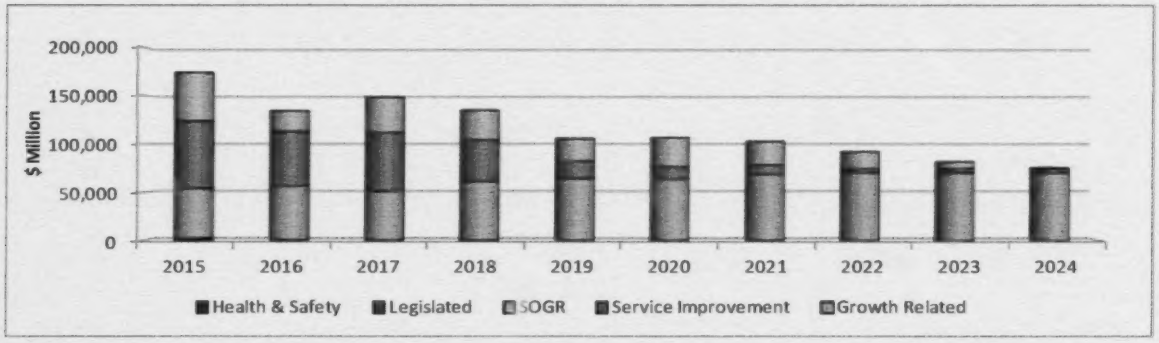
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Land Acquisition		855	400	75	125							1,455	
Special Facilities		1,600										1,600	
Sub-Total	-	2,455	400	75	125	-	-	-	-	-	-	3,055	-
State of Good Repair													
Facility Components		8,013	7,825	4,742	4,125	5,125	4,875	5,125	6,125	6,125	6,125	58,205	
Outdoor Recreation Centres		2,088	2,113	2,013	2,113	3,063	3,113	3,013	3,013	3,013	3,013	26,545	
Park Development		3,125	3,138	2,187	2,125	3,125	2,875	3,125	3,125	3,125	3,125	29,075	
Parking Lots and Tennis Courts		3,155	3,020	3,100	3,120	3,120	3,120	3,100	3,100	3,100	3,100	31,035	
Playgrounds/Waterplay		900	900	900	900	900	900	900	900	900	900	9,000	
Pool		4,250	4,500	4,500	5,025	4,950	5,000	5,250	5,440	5,440	5,440	49,795	
Arena		8,550	9,800	9,800	12,300	12,300	12,300	13,550	13,950	13,950	13,950	120,450	
Trails & Pathways		4,200	4,750	4,750	6,750	7,000	7,000	8,000	7,000	7,000	7,000	63,450	
Environmental Initiatives		2,350	2,350	2,350	2,431	2,431	2,431	2,500	2,614	2,614	2,614	24,685	
Special Facilities		5,700	5,730	5,700	6,430	5,690	5,580	5,500	5,810	5,810	5,810	57,760	
Community Centres		9,052	11,745	11,000	15,800	16,150	16,220	18,781	19,000	19,000	19,000	155,748	
Sub-Total	-	51,383	55,871	51,042	61,119	63,844	63,414	68,844	70,077	70,077	70,077	625,748	-
Service Improvements													
Facility Components		900	1,000	603	500	500	500	500	500	500	500	6,003	
Outdoor Recreation Centres		2,903	3,070	3,200	1,500	1,700	1,500	1,700	1,700	1,700	1,700	20,673	
Park Development		40,319	25,819	22,114	11,525	3,708	1,400	200	200	200	200	105,685	
Parking Lots and Tennis Courts			70	680								750	
Playgrounds/Waterplay		7,674	4,591	2,850	2,025	2,000	1,850	1,850	1,850	1,925	2,325	28,940	
Pool		99	3,000	7,000	6,000							16,099	
Arena		797	500	3,550	11,300	8,700						24,847	
Trails & Pathways		5,368	3,792	2,400		250	2,250					14,060	
Environmental Initiatives		2,550	2,450	2,850	1,600	100	100	100	100	100	100	10,050	
Special Facilities		2,415	5,295	5,550	2,525	25	5,100	5,025				25,935	
Community Centres		2,891	4,002	6,300	2,600	700						16,493	
Information Technology		3,950	3,300	3,525	2,900	700	200	200				14,775	
Sub-Total	-	69,866	56,889	60,622	42,475	18,383	12,900	9,575	4,350	4,425	4,825	284,310	-
Growth Related													
Land Acquisition		25,836	400	400	400	400	400	400	400	400	400	29,436	
Outdoor Recreation Centres		300	3,000									3,300	
Park Development		1,407	338	3,692		500	3,406					9,343	
Community Centres		22,887	17,467	32,736	31,048	22,591	26,504	23,800	17,000	6,594		200,627	
Sub-Total	-	50,430	21,205	36,828	31,448	23,491	30,310	24,200	17,400	6,994	400	242,706	-
Total Expenditures by Category	-	174,134	134,365	148,567	135,167	105,718	106,624	102,619	91,827	81,496	75,302	1,155,819	-

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

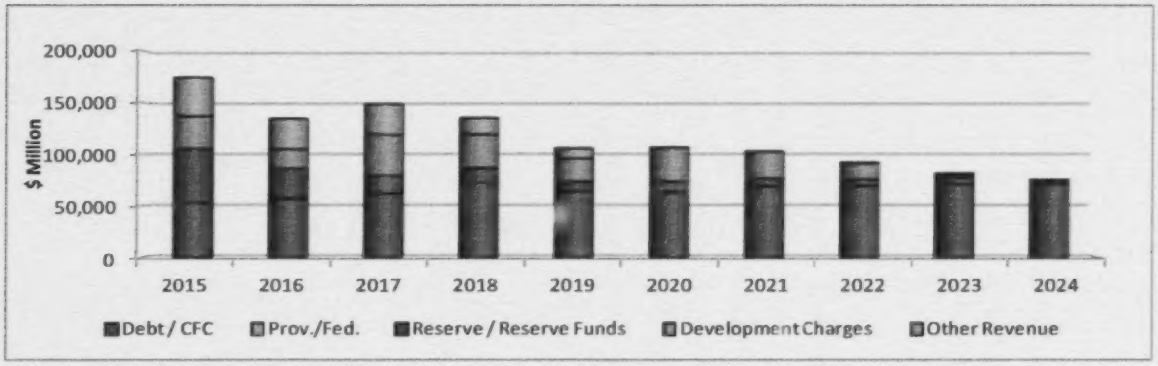


As illustrated in the chart above, the 10-Year Capital Plan for Parks, Forestry and Recreation of $1.156 billion predominately provides funding for state of good repair (54.1%), service improvement (24.6%) and growth related (21.0%) projects over the 10-year period.

- State of good repair projects make up the largest category of capital project expenditures which include maintenance, repair or replacement of aging infrastructure and facilities.
- Service improvement projects account for $284.115 million or 24.6% of total capital plan spending.
- Growth Related projects account for $242.706 million or 21.0% of total funding.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $1.156 billion will be financed by the following sources:

- Debt, which accounts for $652.114 million or 56.4% of the financing over the 10-year period.
- Reserve Funds represent $157.472 million or 13.6% of funding for the 10-Year Capital Plan.
- Development Charge funding of $221.019 million represents 19.1% of total financing for the 10 years.
- Other Revenues account for $125.020 million or 10.8% of the total planned expenditures.

Table 2
Net Operating Impact Summary (In $000s)

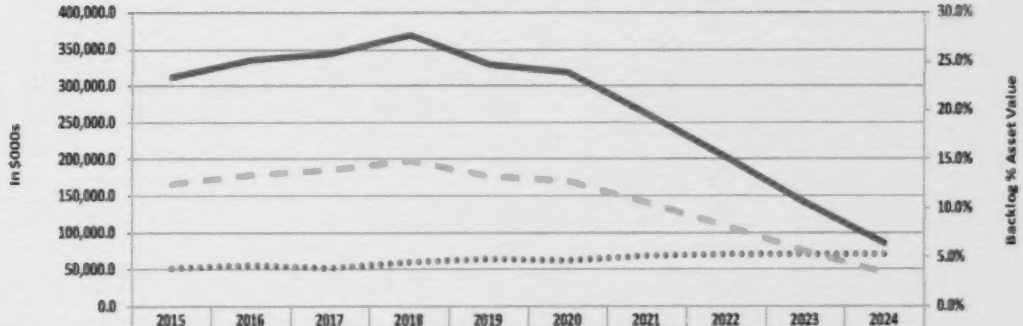
	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Information & Technology			90.0	1.1	75.0	0.9					165.0	2.0	165.0	2.0
Park Development	151.0	0.8	594.0	7.0	75.0	0.9					820.0	8.7	820.0	8.7
Playgrounds/Waterplay	36.0	0.4	144.0	1.6							180.0	2.0	180.0	2.0
Trails & Pathways			32.0	0.4	60.0	0.7	30.0	0.4			122.0	1.5	122.0	1.5
Environmental Initiatives			135.0	1.6							135.0	1.6	135.0	1.6
New Projects - 2015														
Information Technology			142.0	1.7							142.0	1.7	142.0	1.7
Outdoor Recreation Centres			171.0	2.0	116.0	1.4					287.0	3.4	287.0	3.4
Park Development	29.0		850.0	10.0	487.0	5.7	141.0	1.6	157.0	1.9	1,664.0	19.2	1,664.0	19.2
Playgrounds/Waterplay	8.0				161.0	1.9					169.0	1.9	169.0	1.9
Arena			225.0	2.6							225.0	2.6	225.0	2.6
Trails & Pathways	4.0		175.0	2.1	97.0	1.1					276.0	3.2	276.0	3.2
Environmental Initiatives			206.0	2.5					820.0	9.6	1,026.0	12.1	1,026.0	12.1
Special Facilities			103.0	1.2	357.0	4.2	383.0	4.5	189.0	2.2	1,032.0	12.1	1,032.0	12.1
Community Centres			90.0	1.0	71.0	0.8					161.0	1.8	161.0	1.8
New Projects - Future Years														
Information Technology					117.0	1.4	214.0	2.5	248.0	3.0	579.0	6.9	615.0	7.3
Outdoor Recreation Centres					338.0	3.9	241.0	2.8	113.0	1.3	692.0	8.0	1,313.0	15.3
Park Development			60.0	0.7	1,244.0	14.6	1,345.0	15.7	831.0	10.2	3,480.0	41.2	4,130.0	48.6
Parking Lots & Tennis Courts					50.0	0.3					50.0	0.3	50.0	0.3
Playgrounds/Waterplay							76.0	0.8			76.0	0.8	76.0	0.8
Pool					225.0	2.6	525.0	6.1	450.0	5.3	1,200.0	14.0	1,200.0	14.0
Arena							228.0	2.7	810.0	9.5	1,038.0	12.2	1,692.0	20.0
Trails & Pathways					150.0	1.8	150.0	1.8			300.0	3.6	488.0	5.8
Environmental Initiatives					322.0	3.9	352.0	4.2	295.0	3.4	969.0	11.5	1,955.0	23.0
Special Facilities							26.0	0.3	53.0	0.6	79.0	0.9	79.0	0.9
Community Centres					169.0	2.0	1,021.0	12.0	1,337.0	15.6	2,527.0	29.6	8,890.0	103.9
Total (Net)	**228.0**	**1.2**	**3,017.0**	**35.5**	**4,114.0**	**48.1**	**4,732.0**	**55.4**	**5,303.0**	**62.6**	**17,394.0**	**202.8**	**26,892.0**	**313.7**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $26.892 million net over the 2015 – 2024 period, as shown in the table above.

Approved permanent positions will increase by 313.7 FTEs over the 10-year time frame arising from the approval of the 2015-2024 Capital Plan in order to operate and program the following capital projects:

- New community centres which include Bessarion Community Centre, North East Scarborough Community Centre, Western North York Community Centre, and 40 Wabash Parkdale Community Centre will require a total of 105.7 FTEs at a cost of $9.051 million over the 10 year planning period.
- Various Park Development projects including the Parks Services Plan, Mouth of the Creek, 705 Progress Avenue Park, and 318 Queens Quay West Park will require a total of 67.8 FTEs totalling $5.794 million.
- Included in the 2015 Operating Budget for Parks, Forestry and Recreation is funding to staff and program key capital projects that were previously approved and are expected to open in 2015 such as Regent Park Community Centre ($0.634 million) and York Community Centre ($0.649 million), as well as required shareholder contributions to the Toronto Pan Am Sports Centre ($1.948 million).

Chart 4
SOGR Funding & Backlog (In $000s)



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	51,383.0	55,871.0	51,042.0	61,119.0	63,844.0	63,414.0	68,844.0	70,077.0	70,077.0	70,077.0
Accumulated Backlog Est.	311,424.0	334,487.0	343,821.0	370,270.0	329,449.0	318,812.0	261,214.0	201,470.0	141,170.0	84,609.0
Backlog % of Asset Value	12.5%	13.5%	13.8%	14.9%	13.3%	12.8%	10.5%	8.1%	5.7%	3.4%

The 10-Year Capital Plan dedicates $625.748 million to SOGR spending over the 10-Year Capital Plan period, which on average is $62.575 million annually.

- The replacement value of Parks, Forestry and Recreation's infrastructure is estimated at $2.486 billion comprised of 9 major asset types:

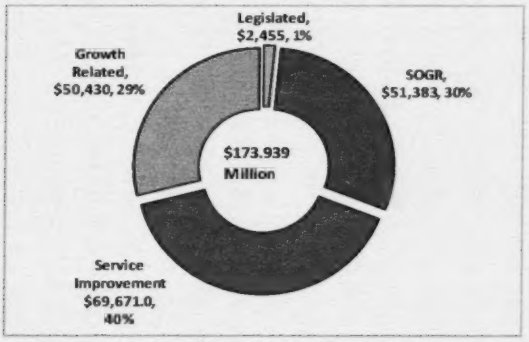
Asset Type	Asset Value	
	($000s)	%
Harbourfront, Fountains, Seawalls & Marine Services	67,036	2.7
Parking Lots, Tennis Courts & Sports Pads	105,129	4.2
Trails, Pathways & Bridges	209,619	8.4
Outdoor Recreation Centres	195,878	7.9
Playgrounds / Water Play / Splash Pads / Wading Pools	37,796	1.5
Arenas & Outdoor Ice Rinks	93,873	3.8
Community Centres & Pools	1,500,443	60.4
Special Facilities	270,810	10.9
Skate Park	5,039	0.2
Total	**2,485,623**	**100.0**

- At the end of 2014, Parks, Forestry and Recreation has a state of good repair backlog at $295.602 million, representing 11.9% of the asset replacement value. The backlog by asset type is presented in Table 4 on the next page.
- The backlog estimates for the various facilities and infrastructure is based on due diligence audits which provide a comprehensive assessment to confirm the scope of the repairs and the detailed costs associated with the rehabilitation requirements.
- As part of the 2014 Budget process, additional debt funding of $165 million was added to the 2014-2023 Capital Budget and Plan with the specific intent to reduce the SOGR backlog.

allocated to four asset categories: Trails & Pathways, Arenas, Community Centres, and Pools that were trending toward high backlog balances.

- This significant investment in infrastructure renewal projects will reduce the backlog of SOGR work to $84.609 million by year-end 2024, representing 3.4% of the asset replacement value.
- Total planned cash flow funding for SOGR projects of $625.748 million over the 10 year period is allocated to various asset categories as presented in the table below, as well as other SOGR spending on parks and facilities rehabilitation, environmental initiatives, capital emergency fund and audits.

2015 Capital Budget by Project Category (in $Millions)

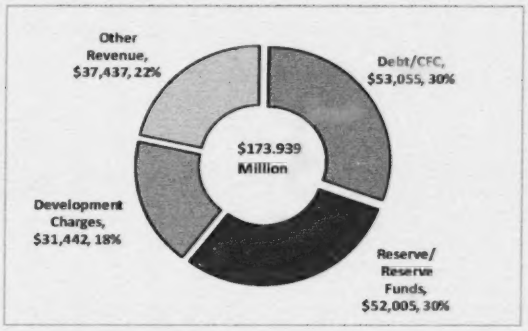


The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $173.939 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

- *Legislated ($2.455 million, 1%)*
  - Funding for legislated projects in 2015 is primarily required for the *Guild Inn Environmental Clean-Up* and various *Land Acquisition* projects.
- *State of Good Repair (SOGR) ($51.383 million, 30%)*
  - $44.645 million or 87% of the total 2015 SOGR funding will be dedicated to various Capital Asset Management (CAMP) projects for *Community Centres, Pools, Arenas, Outdoor Recreation Centres, Special Facilities,* and *Trails & Pathways.*
- *Service Improvements ($69.671 million, 40%)*
  - In 2015, Service Improvement projects continue to drive the PF&R Capital Budget.
  - Key projects will focus on the replacement of a Toronto Island ferry boat, upgrades to park amenities such as benches, picnic tables, shade areas, and social gathering spaces arising from the Parks Service Plan, enhancements to playground equipment, and various park developments including Grange Park.
- *Growth ($50.430 million, 29%)*
- Growth projects are also a significant component of the 2015 Capital Budget and include the York Community Centre and Regent Park Community Centre projects, as well as the Acquisition of a Portion of 20 Starview Lane project.

2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget is financed by:

- *Debt ($53.055 million, 30%)*
  - $53.055 million of debt financing is $0.133 million below the debt target of $53.188 million set for PF&R in 2015.
  - The Program is below the debt guideline as a result of deferring 2015 cash flows for 10 IT sub-projects to future years.
- *Reserve and Reserve Funds ($52.005 million, 30%)*
  - Multiple Parkland Acquisition and Parks Cash-in-lieu Reserve Funds provide funding mainly for *Land Acquisition, Park Development, Playgrounds & Waterplay,* and *Special Facilities* projects.
- *Development Charges ($31.442 million, 18%)*
  - Development Charge funding has been maximized in 2015 based on the eligible growth component of capital projects and the availability of funds within the current rates.
  - Development Charge funding is primarily allocated *to Community Centre, Park Development,* and *Outdoor Recreation Centre* projects.
- *Other Revenues ($37.437 million, 22%)*
  - Other Revenue sources include Section 37, Section 45, Section 42 Alternate Rate Cash-in-lieu, donations, and other partnership funding.
  - Various projects including *Park Development, Community Centres, Playground & Waterplay,* and *Trails & Pathways* rely on these funding sources in 2015.

Social Development, Finance and Administration

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $47.391 million gross $30.970 million net million as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	40,826.9	47,390.9	6,564.0	16.1%
Gross Revenues	10,857.5	16,420.5	5,563.0	51.2%
Net Expenditures	**29,969.4**	**30,970.4**	**1,001.0**	**3.3%**

SDFA's net budget increased by $1.001 million from 2014, reflecting an inflationary increase of $0.387 million for the CPIP program and new funding of $0.614 million that includes 3 Poverty Reduction priorities, 1 new position to build capacity and support for the Community Crisis Response Program and 1 new position to support the Toronto Youth Equity Strategy.

2015 Operating Budget Overview

SDFA leads the City's commitment to provide inclusive and safe neighbourhoods and communities. Staff build and leverage intergovernmental and community partnerships to develop and deliver integrated services that are responsive to community social needs. The Program provides financial and program support to the City's Cluster A social services programs.

Fast Facts

- Provided over $18 M in funding to support over 340 community development projects.
- Supported 450 strong neighbourhoods initiatives that engaged 39,596 residents (21,603 youth).
- Provided 124 crisis response workshops for victim support & safety development for 4,660 residents and 830 service providers.
- Mobilized resources and support services to communities across the City in response to 360 violent incidents.
- Administered $1.69 billion grants and subsidies in cost shared programs.

2014 Key Service Accomplishments

In 2014, Social Development Finance and Administration achieved the following results:

Executive Director's Office

- ✓ Led the Corporate Customer Service Work plan.
- ✓ Completed the Engineering & Construction Services Organizational Review, and the Tower & Neighbourhood Revitalization Organizational Review.
- ✓ Created the SDFA Employee Recognition Awards: Cause for Applause and SDFA Rocks.

Financial Management

- ✓ Won the Toronto's Got IT Award of Excellence for outstanding work in the Large Team (RPGS project)
- ✓ FPARS: provided continuous support, participation, involvement as project team, change management, training, etc. in providing Cluster Lead.
- ✓ Developed and implemented the "Elimination of the Penny" processes as mandated by the Royal Canadian Mint.
- ✓ Introduced the Electronic Transit Application (ETA) for TTC tickets and tokens with integration to Toronto Employment Social Service division's operations.
- ✓ Implemented the successful migration of Credit Card processing from Moneris to Global Payments.
- ✓ Provided ongoing support for the migration to Ontario Works provincial new system (SAMS), replacing existing current SDMT System.
- ✓ Developed the new Subsidy Accounting & Reconciliation Application (SARA).
- ✓ Successful migration of Court Services purchasing process to the SDFA-FMS Purchasing Unit.
- ✓ City Finance lead with EMS Chief, to create the first EMS Provincial Funding Service Agreement.
- ✓ Completed provincial, federal financial reports for subsidy and grants funding including 14 independent audit reports.
- ✓ Delivered the Centralized Departmental Purchase Order Process to all Cluster "A" programs.

Social Policy, Analysis and Research

- ✓ Submitted key social policy issues to Council for their approval including:
  a. Toronto Strong Neighbourhoods Strategy 2020, and
  b. Toronto Newcomer Strategy, 2014 - 2016 Implementation;
  c. Toronto Youth Equity Strategy *(with Community Resources Section)*
  d. Access to City Services for Undocumented Workers
  e. Framework for Creating a Transit Fare Equity Policy for the City.
- ✓ Developed social procurement pilots across City divisions and partnered with the Atkinson Foundations to launch a Community of Practice for Public Section Social Procurement.
- ✓ Launched "Access" to TO campaign to provide access to City services for Undocumented Torontonians.
- ✓ Created the Toronto Social Development Dashboard prototype to provide a graphical summary of the most relevant and recent socio-economic indicators available to help inform CD&R Committee's decision-making on a range of social development issues.
- ✓ Continued to make improvements to Wellbeing Toronto to improve functionality and navigation, and also added new and updated indicators. Wellbeing Toronto was utilized in data analysis for the Toronto Newcomer Strategy, the Seniors Strategy, Toronto Strong Neighbourhood Strategy 2020 as well as by other City divisions such as the Planning

Division for the Eglinton Crosstown Transit Study.

- ✓ Released Toronto profiles from the 2011 census on age and gender, home dwellings, and language.
- ✓ Launched the Open Dialogue on Social Development series as a new vehicle for community engagement on substantive issues. Open Dialogues completed to date include: Undocumented Torontonians; Access to Municipal Services; Municipal Franchise; Pathways to Citizenship.
- ✓ Established the Toronto Newcomer Office as a partner and leader on newcomer settlement issues and started the implementation of the Toronto Newcomer Strategy.

Community Resources

- ✓ Launched the Specialized Program for Enhanced Interdivisional Responsiveness (SPIDER) pilot program: focused on unresolved, complex health and safety risks involving vulnerable residents, their homes and property, and their neighbours, to reduce recurrence of hoarding, multiple property standard and fire code violations, dilapidated living conditions or pest infestations and ensure safe integration of vulnerable Torontonians into their neighbourhoods through service coordination; connecting people to health, social and community services; and promoting policy change.
- ✓ Held 6 job fairs for youth resulting in direct connection to job opportunities for 2,000 youth.
- ✓ TYC increased membership and invited 30 new youth to contribute to 5 new city building projects.
- ✓ Developed recipe for Community program provided beautification, training and community connection in Weston Mt Dennis.
- ✓ Implemented Pilot of Residential Apartment Commercial Zoning made it possible to create more uses and better function at pilot sites
- ✓ Awarded $4.0 M in funding to support energy efficiency, building condition improvements and job creation through the Hi-RIS program.
- ✓ Tower Renewal's STEP initiative created 50 action plans for improvements in energy, water, waste, safety , community and operations.
- ✓ Provided $18M investment across five funding programs in over 340 community development projects and programs.
- ✓ Introduced process streamlining of funding program guidelines and application processes to ensure that the information requested informs decision making without placing unnecessary administrative burden on applicants.
- ✓ Invested in over $2m in funding (2014/2015) as part of Toronto's Host City Showcase Program TORONTO 2015 Pan Am/Parapan Am Games, for residents and visitors while advancing the City's goals for economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration.
- ✓ Neighbourhood Action program supported the place based planning of multiple networks across the Neighbourhood Improvement Areas. Community Development Officers supported multiple initiatives in the areas of Youth Employment, Education, Training and Employment, Resident Engagement, Youth Justice, Community & Family Supports and Community Infrastructure and Community-led Festivals.
- ✓ The Community Crisis Response Program responded to 280 Critical Incidents as well as provided 124 workshops and trainings sessions that engaged 4,660 residents and 830 service providers to identify safety concerns and develop localized strategies that include the development of a coordinated community crisis response protocols.
- ✓ The Community Crisis Response Program was awarded the 2013 City Manager's Award.

Toronto Office of Partnerships

- ✓ The United Way campaign successfully surpassed its targets in 2014. The campaign continued to work with City unions as partners and increased both revenue and participation

targets and was also successful in its GenX outreach and increased the number of donations from a younger demographic.

- ✓ A marketing campaign to launch the corporate partnership strategy was launched with materials especially developed for the campaign. A new intranet was also created for use by City staff providing such tools as all the relevant policy tools, training materials and fundraising guides to assist them in partnership development.
- ✓ TOP successfully transitioned two corporate projects to operating Divisions: Clean Toronto Together to Live Green, and after confirming donors for a fourth Recipe for Community, to Social Development.
- ✓ TOP successfully negotiated a major donation for Neighborhood Improvement Area projects, reflecting an achievement of the Corporate Partnership Strategy.
- ✓ TOP added two new corporate investment partners; Green Council of Canada and PCL to the roster of City partners.
- ✓ TOP began the first pilot of the Donation Volunteer Management System.
- ✓ TOP staff supported the Pan Am Games initiatives and projects with internal Divisions such as the City's Pan Am office, Special Events and others as required: raised external funds for Host City Showcase projects; provided specific training of 2015 coaches; the Friends of Pan Am Path cultural activation; experiencing parapan sports; creation of five community celebration sites as part of the Torch Relay as it moves through Toronto in July 2015.
- ✓ Provided training of City staff on partnerships: with two Corporate Learning sessions, two sessions for the Toronto Youth Cabinet, two sessions for staff specific to the Host City Showcase projects and a session for SDF&A staff who are involved with projects related to Neighborhood Improvement Areas (NIA). Achieved projected revenue target of $0.814 million for program and service priorities of operating Divisions.

Our Service Deliverables for 2015

The 2015 Operating Budget will provide funding for:

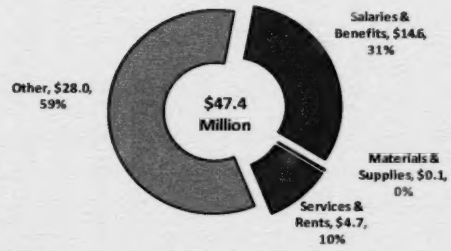
- Development of a Poverty Reduction Strategy and Implementation Plan that will focus on actions that can be implemented by the City, its agencies and partners.
- Policy development implementation in areas such as Quality Job Assessment/Living Wage, Human Trafficking, Transit Fare Equity, Social Procurement Policy, Youth Equity Strategy, Gender based violence and implementation of the Toronto Seniors Strategy and Toronto Newcomer Strategy.
- Management of $1.69 billion in subsidy payments from various provincial ministries and federal departments for cost shared programs.
- Provision of 338 grants to 286 organizations.
- Development of a Quarterly Social Development Dashboard neighbourhood monitoring tool.
- Development and enablement of 50 building condition assessments and action plans in the Tower Renewal program.
- Support to the Pan Am/ Parapan Games through the creation of five community celebration sites as part of the Torch Relay.
- Partnership training to 465 City staff.

Where the money goes:

2015 Budget by Service
$47.4 Million

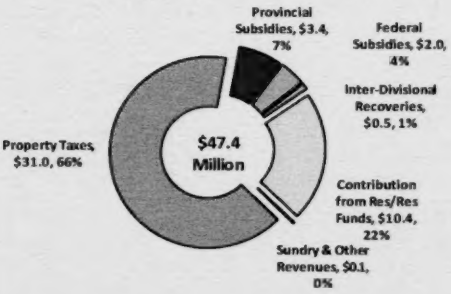
Social Policy & Planning, $3.1, 6%
Toronto Office of Partnerships, $1.4, 3%
Corporate Leadership (DCM), $1.2, 3%
Financial Management and Program Support, $5.8, 12%
Community and Neighbourhood Development, $14.8, 31%
$47.4 Million
Community Partnership Investment Program, $21.2, 45%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source


Provincial Subsidies, $3.4, 7%
Federal Subsidies, $2.0, 4%
Inter-Divisional Recoveries, $0.5, 1%
Property Taxes, $31.0, 66%
$47.4 Million
Contribution from Res/Res Funds, $10.4, 22%
Sundry & Other Revenues, $0.1, 0%

Our Key Challenges & Priority Actions

- **Mobilization of Crises Response to meet culturally specific needs in times of crisis.**
  - ✓ The 2015 Budget includes funding for 1 new Community Development Officer position to add capacity to help manage community safety.
- **Provide on-going support for community programming administered through the CPIP grants program**.
  - ✓ The 2015 Budget includes funding for 2.1% inflationary increase for the CPIP program to maintain existing service levels.
- Advancing social development in a time of growing income polarization and inequality where the City has few levers to impact macro-level issues.
- Creating a Poverty Reduction Strategy which will make meaningful impacts on the growing inequity in Toronto and the development of the Toronto Youth Equity Strategy and Gender Based Violence to identify the types and causes of gender-based violence amongst youth and the opportunities to address the issues.
- Establishing Pan Am games revenue partners and organizing community celebrations with key City divisions.

2015 Operating Budget Highlights

The 2015 Operating Budget of $30.970 net is $1.001 million over the 2014 Budget.

- The base pressures due to inflationary increases in salary and benefits and COLA increase for CPIP program were partially offset by expenditure review savings and additional provincial funding.
  - ✓ New funding of $0.614 million is included that supports 3 Poverty Reduction priorities and 2 new positions to build capacity and support for the Community Crisis Response Program and to support the Toronto Youth Equity Strategy

Program Map

Social Development, Finance and Administration

The Program provides leadership on the City's social inclusion and community safety agenda of building safe, strong neighbourhoods and communities. Through internal, inter-governmental and community partnerships, the Program leads integrated service planning and delivery, and responds to other community social needs through social policy research and analysis, to improve individual and neighbourhood outcomes. The Division provides financial and program support and oversight, to operating programs to ensure Cluster A objectives are met.

Community & Neighbourhood Development

Purpose:
Provide project management support for a wide range of community, corporate and/or Council initiatives to increase civic engagement in community service related areas.

- Community Engagement
- Youth Development
- Tower & Neighbourhood Revitalization
- Community Safety
- Community Funding Delivery

Community Partnership Investment Program (CPIP)

Purpose:
Provide grants that are partnerships or investments that help the City of Toronto achieve its social, economic & cultural goals for its residents, by supporting the work of organizations that are closer to the communities they serve.

- Investment Funding
- Partnership Funding

Social Policy & Planning

Purpose:
Provide strategic policy facilitates horizontal collaboration/ coordination of the City's social inclusion framework, Council priorities and the new administrative priorities.

- Social Policy & Analysis
- Human Services System Planning
- Social Research & Social Information Management

Financial Management & Program Support

Purpose:
Effective and efficient management of the Cluster A program's operations by providing sound leadership, support to the DCM, City Manager, Council and divisions, through cluster oversight, management support and reviews, consultation and analysis, financial reporting and expenditure control, revenue and subsidy management, financial and administrative services.

- Financial Management & Reporting
- Financial Planning & Coordination
- Revenue & Cash Management
- Program Support

Toronto Office of Partnerships

Purpose:
To seek strategic partners for initiatives that help support City programs and services designed to improve the quality of life for the City's residents by supporting services that ensure prosperity, liveability, and opportunity for all residents in the City.

- Corporate Partnership Initiatives
- Partnership Development
- Revenue Generation & Management

Corporate Leadership (DCM)

Purpose:
To guide the corporation in the strategic direction for growth and program/ service delivery.

Legend: Program, Activity, Service

Service Customers

Community & Neighbourhood Development
- City Divisions/Agencies
- Community Service Providers/ Groups
- Members of Council
- Neighbourhoods
- Families • Residents
- Youth • Employers
- Other orders of Government/ Funding Sources

Social Policy & Planning
- Mayor/Council
- Deputy City Manager
- City Manager
- Cluster A Divisions
- ABCs
- Communities/ public

Financial Management & Program Support
- City Manager
- Deputy City Manager
- Corporation
- Cluster A Programs & Divisions;
- Taxpayer/Public

Toronto Partnerships
- Other orders of government
- Non Government Organizations
- Charitable Organizations
- Philanthropists
- Communities
- Priority Neighbourhoods

Corporate Leadership
- Affordable Housing Office • Toronto Office of Partnerships • Toronto Employment & Social Services • Children's Services • Long-Term Care Homes & Services • Court Services • Parks, Forestry, & Recreation • Economic Development & Culture • Shelter, Support & Housing Administration • Toronto Paramedic Services • Social Development, Finance, & Administration • Public Health

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	2014 Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community and Neighbourhood Development											
Gross Expenditures	11,353.3	6,938.2	14,134.5	654.5	14,789.0	3,435.7	30.3%	2,506.6	16.9%	(9,958.9)	(57.6%)
Revenue	7,749.0	3,509.3	10,869.0	40.2	10,909.2	3,160.2	40.8%	2,729.6	25.0%	(9,999.8)	(73.3%)
Net Expenditures	3,604.3	3,428.9	3,265.5	614.3	3,879.8	275.5	7.6%	(223.0)	(5.7%)	40.9	1.1%
Community Partnership Investment Program											
Gross Expenditures	18,924.2	18,348.9	19,310.9	1,860.0	21,170.9	2,246.7	11.9%	(2,370.0)	(11.2%)	1.9	0.0%
Revenue	510.0	9.0	510.0	1,860.0	2,370.0	1,860.0	364.7%	(2,370.0)	(100.0%)		
Net Expenditures	18,414.2	18,339.9	18,800.9	-	18,800.9	386.7	2.1%	0.0	0.0%	1.9	0.0%
Financial Management and Program Support											
Gross Expenditures	5,568.8	5,065.5	5,756.7		5,756.7	187.9	3.4%	47.0	0.8%	17.0	0.3%
Revenue	1,405.3	1,006.1	1,336.3		1,336.3	(69.0)	(4.9%)				
Net Expenditures	4,163.5	4,059.4	4,420.4	-	4,420.4	256.9	6.2%	47.0	1.1%	17.0	0.4%
Social Policy & Planning											
Gross Expenditures	2,798.0	3,057.2	2,883.9	190.3	3,074.2	276.2	9.9%	(83.8)	(2.7%)	18.1	0.6%
Revenue	939.2	1,050.8	916.5	190.3	1,106.8	167.6	17.8%	(120.6)	(10.9%)		
Net Expenditures	1,858.8	2,006.4	1,967.4	-	1,967.4	108.6	5.8%	36.8	1.9%	18.1	0.9%
Toronto Office of Partnerships											
Gross Expenditures	939.9	969.1	965.4	425.0	1,390.4	450.5	47.9%	(489.9)	(35.2%)	4.6	0.5%
Revenue	177.2	204.0	183.1	425.0	608.1	430.9	243.2%	(500.0)	(82.2%)		
Net Expenditures	762.7	765.1	782.3	-	782.3	19.6	2.6%	10.1	1.3%	4.6	0.6%
Corporate Leadership (DCM)											
Gross Expenditures	1,242.7	1,230.7	1,209.7		1,209.7	(33.0)	(2.7%)	13.1	1.1%	0.6	0.0%
Revenue	76.8	82.9	90.1		90.1	13.3	17.3%				
Net Expenditures	1,165.9	1,147.8	1,119.6	-	1,119.6	(46.3)	(4.0%)	13.1	1.2%	0.6	0.1%
Total											
Gross Expenditures	40,826.9	35,609.6	44,261.1	3,129.8	47,390.9	6,564.0	16.1%	(377.0)	(0.8%)	(9,916.7)	(21.1%)
Revenue	10,857.5	5,862.1	13,905.0	2,515.5	16,420.5	5,563.0	51.2%	(261.0)	(1.6%)	(9,999.8)	(61.9%)
Total Net Expenditures	29,969.4	29,747.5	30,356.1	614.3	30,970.4	1,001.0	3.3%	(116.0)	(0.4%)	83.1	0.3%
Approved Positions	126.5	123.5	126.5	2.0	128.5	2.0	1.6%	(1.0)	(0.8%)		

The 2015 Operating Budget for Social Development, Finance and Administration is $47.391 million gross and $30.970 million net. The net budget increased by $1.001 million or 1.6% due to the following:

- All services with staff complement are experiencing base pressures due to inflationary increases in salary and benefits totaling $0.270 million. The other significant change for 2015 is a $0.387 million pressure reflecting a 2.1 % inflationary increase for the Community Partnership Investment Program (CPIP).
- The above base pressures were offset by line by line review savings of $0.127 million net, and by an increase of $0.091 million in Provincial subsidy based on the formula for subsidy eligibility.
- The 2015 Operating Budget includes new funding of $0.614 million net for 3 new Poverty Reduction priorities and funding for 1 new Community Development Officer (CDO) position to provide response to neighbourhood violence in communities across the City and 1 new temporary position to support the Toronto Youth Equity Strategy, which will assist in the planning and delivery of youth-serving programs and services.

- The 2016 and 2017 Plans reflect the inflationary cost increases for progression pay, step and fringe benefits, as well as the 2016 annualization of the CDO position. The 2016 Plan includes the addition of funding for the third year of the Tower Renewal Pilot Program, offset by the reversal of the funding for the Pan Am Games and the reversal of the one-time funding for 2 of the 3 Poverty Reduction Strategy priorities. The 2017 Plan includes a $10.000 million gross, $0 net reduction, reflecting the conclusion of the Tower Renewal Pilot Project.

The 2015 Operating Budget for SDFA provides for an increase in the staff complement by 2.0 positions from 126.5 to 128.5, as highlighted in the table below:

Table 2

2015 Total New & Enhanced Service Priorities Summary

	New and Enhanced												Total Service Changes			Incremental Chang		
	Community and Neighbourhood Development		Community Partnership Investment Program		Financial Management and Program Support		Social Policy & Planning		Toronto Office of Partnerships		Corporate Leadership (DCM)		$'s	$'s	Positions	2016 Plan		2017
Description ($000s)	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net
Enhanced Services Priorities																		
Additional CDO Position for Crisis Management	60.3	60.3											60.3	60.3	1.0	60.3		
Youth Asset Mapping Tool							130.0						130.0		1.0		(1.0)	
Poverty Reduction Initiatives	554.0	554.0											554.0	554.0		(354.0)		
Sub-Total	614.3	614.3					130.0						744.3	614.3	2.0	(293.7)	(1.0)	
New Service Priorities																		
(a) New Services																		
Host City Showcase Program Initiatives	40.2		100.0				60.3						200.5					
Pan Am Torch Relays									425.0				425.0					
Pan Am Community Projects Initiative			1,760.0										1,760.0					
Sub-Total	40.2		1,860.0				60.3		425.0				2,385.5					
Total	654.5	614.3	1,860.0				190.3		425.0				3,129.8	614.3	2.0	(293.7)	(1.0)	

New & Enhanced Service Priorities ($3.130 million gross & $0.614 million net)

Additional Staff for Community Crisis / Toronto Strong Neighbourhood $0.060 million gross and net for 2015

- A new Community Development Officer (CDO) scheduled to start in July, 2015 for the Crisis Response Program, which work throughout the City to provide immediate support and resources to communities impacted by violent and traumatic incidents.
- This program is coordinated with other City services (Police, Paramedic Services and Public Health), community organizations and residents to assist neighbourhoods recover from traumatic incidents.
- Currently, the Program complement includes 3 CDO positions who manage the City's first response to community violence in an environment that includes approximately 360 violent and critical incident responses a year.
- This enhancement will provide the Program with additional capacity to co-ordinate and respond to violent incidents across the City.

Youth Asset Mapping Tool $0.130 million gross and net for 2015; ($0.130 million) gross $0 net for 2016

- This 1 new temporary position in *Social Policy and Planning* for the development of a Youth Mapping Tool is required to support improved planning, and delivery of youth-serving programs and services, will support the Toronto Youth Equity Strategy is fully funded by the Province.
- *Poverty Reduction Initiatives $0.554 million gross and net for 2015; 2016 ($0.354) gross and net for 2016*
  - *Neighbourhood Improvement Area Engagement $0.204 gross and net for 2015; ($0.204 gross and net) for 2016;* additional funding to support resident engagement and leverage partnership investment.
  - *Youth Arts Employment & Training Program $0.200 gross and net for 2015;* Connect2youth Youth Arts Employment & Training program invests in projects through community partner that support education attainment, skills building and community based training and the art.
  - *Seniors Community Transportation $0.150 gross and net for 2015; ($0.150 gross and net) for 2016;* Pilot to create effective community-based transportation for seniors in Scarborough in

partnership with community agencies, which will allow seniors greater options to partake in the life of their communities, attend appointments and access services.

SDFA Host City Showcase Program Initiatives $2.386 million gross and $0 net 2015; ($2.386 million gross and $0 net) for 2016

Hosting the 2015 Pan American and Parapan American Games in Toronto will provide opportunities to promote healthy communities by encouraging excellence from high performance athletes, inspiring active living, celebrating and showcasing cultural diversity, and by leaving a legacy that will benefit Torontonians for years in many ways.

Funding of $2.386 million gross and $0 net is included in 2015 to promote the following three initiatives, with funding from the Major Special Event Reserve Fund:

A. *Host City Showcase Program Initiatives $0.201 million gross and $0 net for 2015; ($0.201 million) gross $0 net for 2016*

The following 2 initiatives are included to deliver 2015 Pan/Parapan activities.

- Pan/Parapan Am Sport Development Fund: $0.100 million, $0 net; The Pan/Parapan Am Sport Development Fund will support the City's goal of improving community access for all Toronto residents to recreational services by providing short-term funding to community-based not-for-profit groups who will assist residents in high needs communities receive access to Pan/ Parapan sports activities. These funds will be delivered through 3'rd party grants in the *Community Partnership Investment Program.*
- Youth Sport Industry Incubator: $0.101 million, $0 net; The Remix Project's Youth Sport Industry Incubator is a sports management, career planning and (business) development program that will enable young people to translate and channel their love of sport into the pursuit of professional opportunities within the sports industry, including marketing, community relations, sales, promotion, etc. This initiative, which provides grants youth to develop opportunities for exposure to / involvement in sport industry careers, will be delivered through the *Community Neighbourhood Development Service* and through the *Social Policy & Planning Service.*

B. *Pan Am Games – Torch Relay Community Celebrations $0.425 million gross, $0 net 2015; ($0.425 million) gross $0 net* for 2016

The 2015 torch relay community celebration initiative focuses on increasing resident engagement and cultural celebration leading up to the Pan Am Games.

Funding of $0.475 million is provided to host torch relay celebration events in various locations throughout the City over a four to six day period. Funding will be provided for staging activities, security, and fireworks displays.

C. *Pan Am Community Projects Initiative $1.760 million gross $0 net for 2015; ($1.760 million)* gross $0 net for 2016

The following 3 grant initiatives will be delivered through the *Community Partnership Investment Program*:

- *Local Animation through Collaboration: $0.560 million gross, $0 net;* This grant initiative will support events and activities that celebrate sport, community and Pan Am/Parapan Am values. Eligible projects will be collaborative in nature, engaging local community organizations, residents, and/or businesses. Outreach will be undertaken to encourage applications from groups within the Latin American, South American, and Caribbean communities that meet program criteria. Funds will be equitably distributed to support projects in all four Community Council districts, resulting in approximately 15 funded projects across Toronto.
- *Community Legacy Initiatives: $0.885 million* gross, $0 net; This grant stream will support projects which profile and provide longer-term economic and/or social infrastructure benefits for Toronto's Latin American, South American and Caribbean communities.
  - Successful initiatives will be collaborative in nature, broad in scope, build capacity, and deeply engage community organizations, residents, and/or businesses within the Latin American, South American and Caribbean communities.
  - One-time funding of $150,000 to $250,000 will be invested per collaborative initiative.
  - The proposal process will leverage SDFA's existing Community Funding application process which provides outreach, support and advice to potential applicants.
- *Pan Am Path Arts Animation: $0.315 million gross*, $0 net; This grant stream will provide matching seed funding for up to 21 organizations to deliver cultural activities and projects along the route of the Pan Am Path in neighbourhoods across Toronto.
  - The dollar-for-dollar matching requirement will ensure that the City's investment triggers an equivalent degree of financial or in-kind support from other partners, thereby helping the Pan Am Path activations achieve critical mass and geographic distribution.
  - The projects that will receive funding have been identified through a rigorous selection process managed by Friends of the Pan Am Path, using selection criteria such as artistic excellence; accessibility to the public; sensitivity to the Path's natural setting; promoting opportunities for local economic development; celebrating newcomer communities and youth leadership; and artistic leadership from South American, Central American and Caribbean artists.

The 2015 Base Budget for SDFA will result in a 2016 incremental net cost of $0.238 million and a 2017 incremental net cost of $0.083 million to maintain the 2014 level of service as is discussed in the following section.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	177.7		177.7	0.6%		83.3	0.2	83.1	0.3%	
Annualization of Crisis Response	60.3		60.3	0.2%						
Tower Renewal Energy Efficiency Prograr	3,000.0	3,000.0				(10,000.0)	(10,000.0)			
Pan Am Games	(3,131.0)	(3,131.0)								
Youth Asset Mapping Tool	(130.0)	(130.0)			(1.0)					
Poverty Reduction Initiatives	(354.0)		(354.0)	(1.1%)						
Sub-Total	(377.0)	(261.0)	(116.0)	(0.4%)	(1.0)	(9,916.7)	(9,999.8)	83.1	0.3%	
Total Incremental Impact	(377.0)	(261.0)	(116.0)	(0.4%)	(1.0)	(9,916.7)	(9,999.8)	83.1	0.3%	

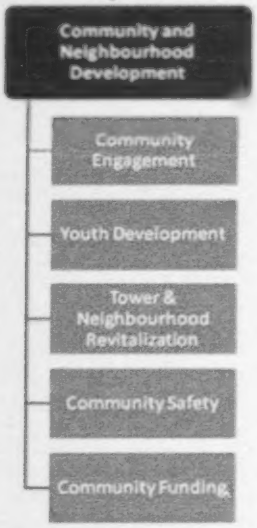
Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay, step and fringe benefits will result in increased pressure of $0.178 million in 2016 and $0.083 million 2017. Since 2016 is a collective bargaining year, no estimate for the cost of living is included.
- Annualized impact of the Crisis Development Officer position added in 2015 is $0.060 million.
- An increase of $3.000 million gross and $0 net is included in the *Community and Neighbourhood Development Service* to fund the 2016 component of the Tower Renewal Energy Retrofit program, which provides funding to qualified, City multi residential building owners to implement energy retro-fits and building upgrades.
  - This grant is fully funded by the Local Improvement Charge Energy Works Reserve Fund. Funding of $10.000 million for the grant (representing the incremental funding since the inception of the program in 2014) is reversed in 2017, with the completion of the pilot project.
- The 2016 Plan reflects a decrease of $3.131 million gross $0 net, with the conclusion of the Pan/ Parapan games in 2015.
- Reversal of the 2015 one-time Poverty Reduction of $0.354 million, reflecting the one-time funding of the Neighbourhood Improvement Area Engagement ($0.204 million gross and net); and the one-time funding of the Seniors' Community Transportation ($0.150 million gross and net).

The 2017 Plan includes the reversal of the Tower Renewal program, (with the completion of the pilot project), and ongoing salary and benefits increases for step and progression pay

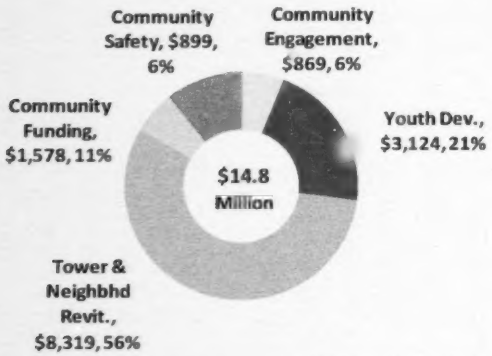
Community and Neighbourhood Development



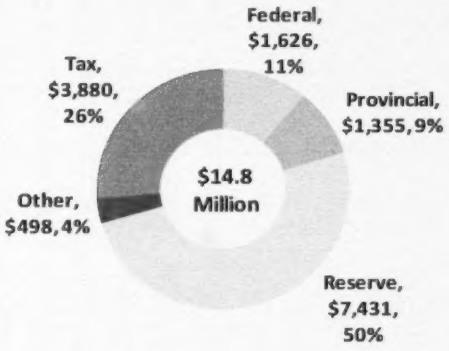
What We Do

- Provide Community Engagement
- Support Youth Development
- Enable Tower and Neighbourhood Revitalization
- Support Community Safety
- Provide Community Funding Delivery
- Coordinate Supports to Reduce Vulnerability

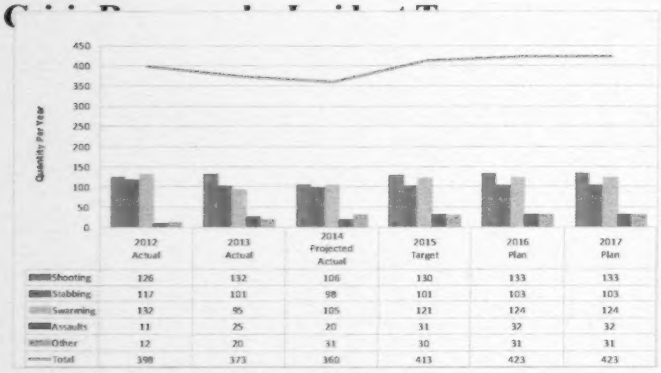
2015 Service Budget by Activity ($000s)


Community Safety, $899, 6%
Community Engagement, $869, 6%
Community Funding, $1,578, 11%
Youth Dev., $3,124, 21%
$14.8 Million
Tower & Neighbhd Revit., $8,319, 56%

Service by Funding Source ($000s)



Crisis Response Incident Types



- The Community Crisis Response Program works across Toronto, providing support and resources to communities impacted by violent and traumatic incidents.
- This chart shows the number of crisis responses made to communities by type of crisis over a 6 year period.
- This is a coordinated program of municipal services, policy community organizations, faith communities and residents.

2015 Service Levels
Community and Neighbourhood Development

The 2015 Service Levels for the Community and Neighbourhood Development Service include the service levels for the delivery of the Grants program that were approved as part of the Community Partnership Investment Program Service in 2014. The 2015 service levels remain consistent with that of 2014, except for a temporary increase in volume arising from the Panam Parapan Games in 2015.

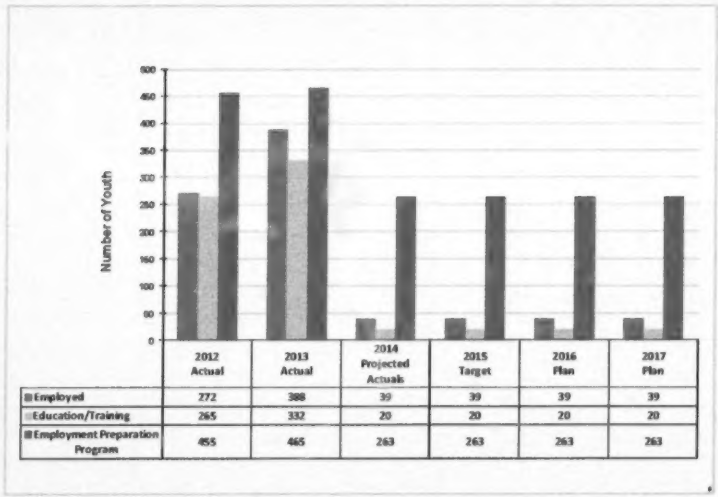
Activity	Sub-Activity/Type	Sub-Type	Approved Service Levels					
			Status	2011	2012	2013	2014	2015
Community Engagement (CD)	Resident Civic Engagement Groups	Youth Engagement Groups	Approved	100% of Youth Civic Engagement Groups meet the Principles and Continuum	100% of Youth Civic Engagement Groups meet the Principles and Continuum			100% of Youth Civic Engagement Groups meet the Principles and Continuum
		Senior Engagement Groups	Approved	100% of Senior Engagement Groups meet the Principles and Continuum	50% of Senior Engagement Groups meet the Principles and Continuum	75% of Senior Engagement Groups meet the Principles and Continuum		75% of Senior Engagement Groups meet the Principles and Continuum
		Neighbourhood Based Engagement Groups	Approved	100% of Neighbourhood Engagement Groups meet the Principles and Continuum	85% of Neighbourhood Engagement Groups meet the Principles and Continuum			85% of Neighbourhood Engagement Groups meet the Principles and Continuum
	Community Investment Planning and Management		Approved	Community Investments aligned and managed in 13 neighbourhoods	Community Investments aligned and managed in 13 neighbourhoods	Community Investments aligned and managed in Neighbourhood Improvement Areas		Community Investments aligned and managed in Neighbourhood Improvement Areas
	Consultation & Training on Effective Resident Engagement	Government and Institutional Skill Development	Approved	Provision of consultation and training to City Divisions 100% of the time, other orders of government 100% of time, and other community institutions 90% of time based on resources	Provision of consultation and training to City Divisions 70% of the time, other orders of government 100% of time, and other community institutions 50% of time based on resources			Provision of consultation and training to City Divisions 70% of the time, other orders of government 100% of time, and other community institutions 50% of time based on resources
Youth Development	Mobile Vocational Assessment and Case Management		Approved	784 you assessed and case managed (2009/10)	100% compliance to Funder Requirements			100% compliance to Funder Requirements
	Pre-employment Preparation		Approved	156 youth provided with pre-employment preparation	100% compliance to Funder Requirements			100% compliance to Funder Requirements
	Internships		Approved	128 Internships secured	100% compliance to Funder Requirements			100% compliance to Funder Requirements
	Job Opportunities	Youth Employment Toronto, Toronto Youth Job Corps, and Youth Employment Partnership Program	Approved	630 youth employed	100% compliance to Funder Requirements			100% compliance to Funder Requirements
		TTC Youth Hires	Approved	25 % of TTC annual hires delivered	0% of TTC annual hires delivered	25 % of TTC annual hires delivered		25 % of TTC annual hires delivered
	Training and Skill Development Opportunities	Youth Employment Toronto/Toronto Youth Job Corps	Approved	285 youth trained or educated	100% compliance to Funder Requirements			100% compliance to Funder Requirements
	Project Development and Management		Approved	6 projects are 90% compliant to funding agreement.	100% compliance to Funder Requirements			100% compliance to Funder Requirements

Tower & Neighbourhood Revitalization	Integrated Project Management (Neighbourhood)	Block Revitalization	Approved	1 Block-Level Plan in development		1 Block-Level Plan in Implementation
		Neighbourhood Revitalization	Approved	4 Neighbourhood-Level Plans in implementation (Regent Park, Alexandra Park, Lawrence Heights and Weston-Mt Dennis) 100% Lawrence Heights delivered and reported on. No New social development plans started	4 Neighbourhood-Level Plans in implementation (Regent Park, Alexandra Park, Lawrence Heights and Weston-Mt Dennis) No New social development plans started	4 Neighbourhood-Level Plans in implementation (Regent Park, Lawrence Heights, Alexandra Park, and Weston-Mt Dennis) Developing Action Plan for the Downtown East No New social development plans started
	Integrated Project Management (Community Facilities)	Community Hubs	Approved	No New community hubs to be developed; Work proceeds to progress/ complete 3 hubs	Work proceeds to progress/ complete 1 hub. No new community hubs to be developed.	Work proceeds to progress; complete 1 hub. . No new community hubs to be developed;
		Below-Market Rent City Spaces	Approved	100% of BMR tenants reviewed in BMR Review to report to Council	To be developed as per new policy.	To be developed as per new policy.
		Section 37	Approved	100% response to new Section 37 space opportunities	**100% response to new Section 37 space opportunities**	100% response to new Section 37 space opportunities
		Youth and Community Social and Recreational Infrastructure	Approved	100% of POL funded space delivered.	POL fund mandate completed; no new money to allocate to community space infrastructure.	POL fund mandate completed; no new money to allocate to community space infrastructure POL2 Fund mandate will begin; funds to be allocated beginning in 2014.
	Building Condition Improvement	**Improvement Action Support**			**Tailored supports at 4 to 6 sites per year to achieve improvement, track results and develop case studies and best practice documentation**	**Tailored supports at 4 to 6 sites per year to achieve improvement, track results and develop case studies and best practice documentation**
	Community Building	**Neighbourhood based engagement in revitalization**			**Undertake 1 community revitalization project per year similar to the Recipe for Community.**	**Undertake 1 community revitalization project per year similar to the Recipe for Community.**
	Enabling Improvement through Policy and Regulatory Work	**Regulatory and Policy Support for Improvements**			**Identify and secure supports to undertake regulatory and policy work that is needed to enable improvements to happen.**	**Identify and secure supports to undertake regulatory and policy work that is needed to enable improvements to happen.**

Community Safety	Violent Critical Incident Response	Immediate Response	Approved	100% response to violent critical incidents	100% response to violent critical incidents
		Coordinated Community Response	Approved	100% coordinated community responses to violent critical incidents provided	100% coordinated community responses to violent critical incidents provided
		Psycho-social Supports	Approved	100% psycho-social support to violent critical incidents provided	100% psycho-social support to violent critical incidents provided
		Victim/Family Supports	Approved	100% victim/family supports to violent critical incidents provided	100% victim/family supports to violent critical incidents provided.
		Witness Supports	Approved	100% witness to violent critical incidents provided	100% witness to violent critical incidents provided
	Safety Promotion	Local Safety Network Development	Approved	Complete 100% of the safety networks under development	Complete 100% of the safety networks under development
		Crisis Response Protocol Development	Approved	Complete 100% of the safety protocol under development	Complete 100% of the safety protocol under development
		Crisis Service Improvements	Approved	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time that have an identified need	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time (2012) that have an identified need
		Training & Skill Development	Approved	Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations	Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations
		Community Safety Awards	Approved	100% Compliance with Council Direction	100% Compliance with Council Direction
Community Funding Delivery	Investment Funding	Community Safety	Approved	100% of projects are completed	100% of projects are completed
		Youth-led Funding (Identify 'N Impact)	Approved	85% of applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in leadership opportunities	85% of applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in leadership opportunities
		Service Development Investment Program (SDIP)	Approved	100% of projects are completed	100% of projects are completed
		Community Festivals and Special Events	Approved	100% of projects are completed	100% of projects are completed
		Community Recreation	Approved	100% of projects are completed	100% of projects are completed
		Access, Equity and Human Rights	Approved	100% of projects are completed	100% of projects are completed
	Partnership Funding	Community Service Partnership - Elderly Persons Centres	Approved	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are completed	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are completed
		Community Service Partnership - Children and Youth	Approved	100% of projects are completed	100% of projects are completed
		Community Service Partnership -Adults and Families	Approved	100% of projects are completed	100% of projects are completed
		Community Service Partnership -Seniors Supports	Approved	100% of projects are completed	100% of projects are completed
		Find help Toronto	Approved	97% of clients had their call/issue resolved; 89% of calls answered within 45 seconds	97% of clients had their call/issue resolved; 89% of calls answered within 45 seconds
	Corporate Grants Policy Management		Approved	100% of funding programs meet Council approved policies	100% of funding programs meet Council approved policies

Service Performance

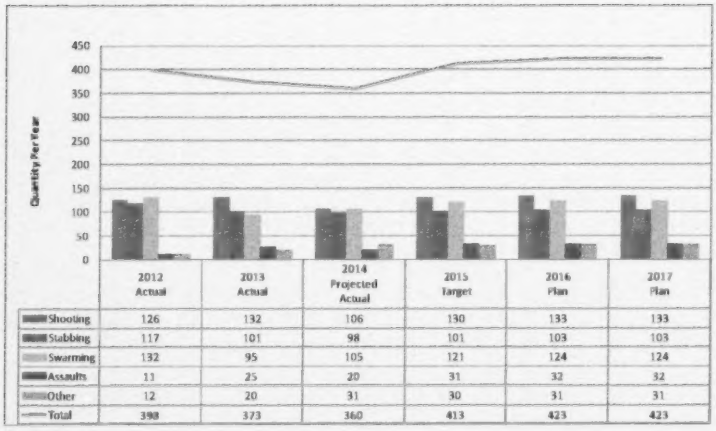
Youth Development in Employment through YET (2012-2013) and TYJC Programs (2012 - 2017)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Employed	272	388	39	39	39	39
Education/Training	265	332	20	20	20	20
Employment Preparation Program	455	465	263	263	263	263

- The vocational outcomes for youth noted in the above chart are achieved through a variety of activities delivered for youth throughout the City of Toronto in 2014 and include:
- Engagement of youth in employment assessment and case management supports where they are linked to the most appropriate resources and opportunities to meet their vocation goals;
- Participation in the Toronto Youth Job Corps program which provides in-depth pre-employment preparation followed by a four month internship with an employer;
- Attendance at one of a number of annual Job Fairs organized through the Youth Employment Partnership program with employer partners such as: the Retail Council of Canada and Landscape Ontario.

Crisis Response By Incident Type



	2012 Actual	2013 Actual	2014 Projected Actual	2015 Target	2016 Plan	2017 Plan
Shooting	126	132	106	130	133	133
Stabbing	117	101	98	101	103	103
Swarming	132	95	105	121	124	124
Assaults	11	25	20	31	32	32
Other	12	20	31	30	31	31
Total	398	373	360	413	423	423

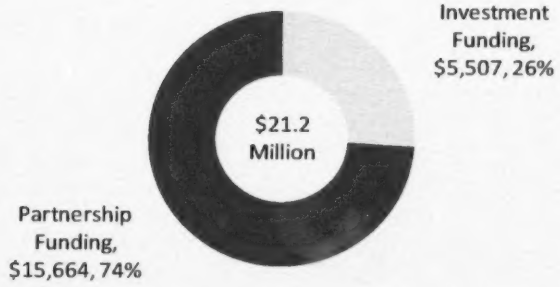
- The Community Crisis Response Program works across Toronto, providing support and resources to communities impacted by violent and traumatic incidents.
- This chart shows the number of crisis responses made to communities by type of crisis over a 6 year period.
- This is a coordinated program of municipal services, policy community organizations, faith communities and residents.

Community Partnership Investment Program

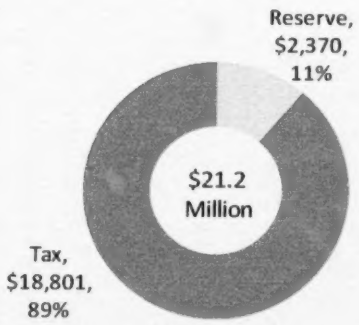
What We Do

- Manage community grants, including processing applications, evaluation, selection and disbursement and monitoring
- Manage-$2.5 million in grants for the 2015 Pan Am Games.

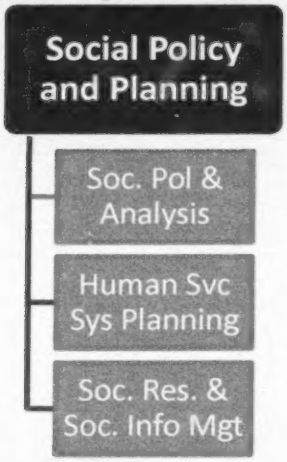
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



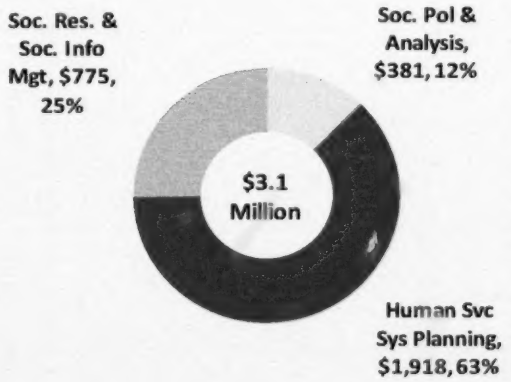
Social Policy and Planning



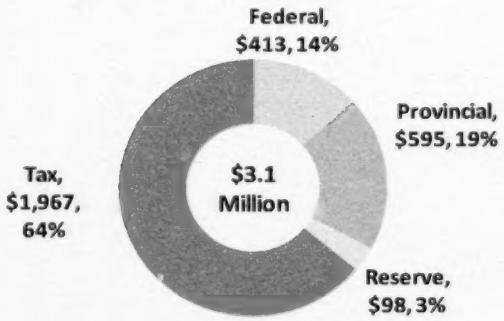
What We Do

- Provide Social Policy & Analysis
- Provide Human Services System Planning
- Provide Social Research & Evaluation

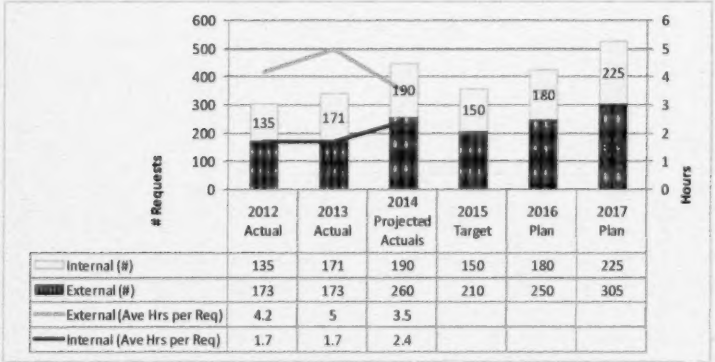
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Social Research Information Requests (incl. 2015 & Long Range Projections)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Internal (#)	135	171	190	150	180	225
External (#)	173	173	260	210	250	305
External (Ave Hrs per Req)	4.2	5	3.5			
Internal (Ave Hrs per Req)	1.7	1.7	2.4			

- The Community Crisis Response Program works across Toronto, providing support and resources to communities impacted by violent and traumatic incidents.
- This chart shows the number of crisis responses made to communities by type of crisis over a 6 year period.
- This is a coordinated program of municipal services, policy community organizations, faith communities and residents.

2015 Service Levels
Social Policy and Planning

Activity	Type	Sub-Type	Approved Service Levels					
			Status	2011	2012	2013	2014	2015
Social Policy & Analysis	A Policy Development and Coordination		Approved	100% Compliance with Council Direction	70% Compliance with Council Direction			80% Compliance with Council Direction
	Strategic Briefing Material		Approved	100% Compliance with Council Direction	85% Compliance with Council Direction			85% Compliance with Council Direction
	Inter-Sectoral Policy Development and Coordination		Approved	100% Compliance with Council Direction	70% Compliance with Council Direction			70% Compliance with Council Direction
	Education and Training		Approved	100% Compliance with Council Direction	70% Compliance with Council Direction			70% Compliance with Council Direction
Human Services System Planning	Program/Service Strategies and Models		Approved	100% Compliance with Council Direction	80% Compliance with Council Direction			80% Compliance with Council Direction
	Inter-Sectoral Program/Service Development and Coordination		Approved	100% Compliance with Council Direction	70% Compliance with Council Direction			70% Compliance with Council Direction
	Program/Service Assessment and Evaluation		Approved	100% Compliance with Council Direction	70% Compliance with Council Direction			70% Compliance with Council Direction
	Investment Tracking		Approved	100% Compliance with Council Direction	90% Compliance with Council Direction			90% Compliance with Council Direction
	Human Services System Development and Coordination	Project Management - Toronto Newcomer Initiative	Approved	100% Compliance with Funder Requirements	100% Compliance with Funder Requirements			100% Compliance with Funder Requirements
		Project Management - Youth Employment Partnerships	Approved	Provision of response/event management supports to partners 100% of time that needs are identified	Provision of response/event management supports to partners 100% of time that needs are identified			Provision of response/event management supports to partners 100% of time that needs are identified
		Neighbourhood Improvement Areas	Approved	100% Compliance with Council Direction	100% Compliance with Council Direction			100% Compliance with Council Direction
Social Research & Social Information Management	Community Monitoring Reports		Approved	100% Compliance with Council Direction	80% Compliance with Council Direction			80% Compliance with Council Direction
	Custom Data Reports		Approved	100% Compliance with Council Direction	85% Compliance with Council Direction			85% Compliance with Council Direction
	Social Research Development and Coordination		Approved	100% Compliance with Council Direction	80% Compliance with Council Direction			80% Compliance with Council Direction
	Inter-Sectoral Research Development and Coordination		Approved	100% Compliance with Council Direction	65% Compliance with Council Direction			65% Compliance with Council Direction
	Social Monitoring Tools	Wellbeing Toronto; Neighbourhood Profiles; Social Atlas; Social Development Dashboard; Social Data Warehouse	Approved				80% Delivery of acquisition, maintenance, updating of data to support systems	80% Delivery of acquisition, maintenance, updating of data to support systems
	Social Development Information Systems	RPGS, Grantium, Honourarium Systems	Approved				80% Delivery of acquisition, maintenance and updating of data and applications	80% Delivery of acquisition, maintenance and updating of data and applications

The 2015 Approved Service Levels are consistent with the approved 2014 Service Levels. There was a technical adjustment to change the Social Research activity to recognize the growing importance of Social Statistics and Information Management.

The City provides data and information to various 3rd parties such as the media, policy researchers, educators and other stakeholders who rely on social indicators in their work. As a result, the Social Monitoring Tools and Social Development Information Systems types, its sub-types and service levels were added to improve the understanding of resource allocation in these specific areas.

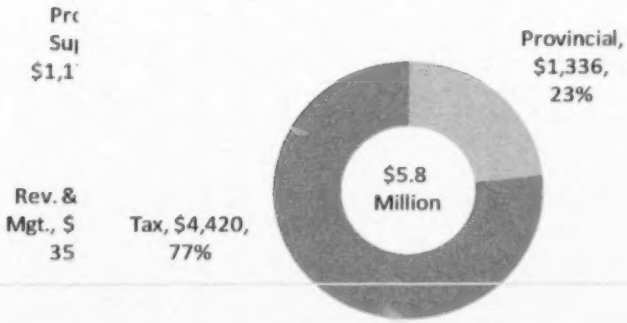
Financial Management & Program Support

What We Do

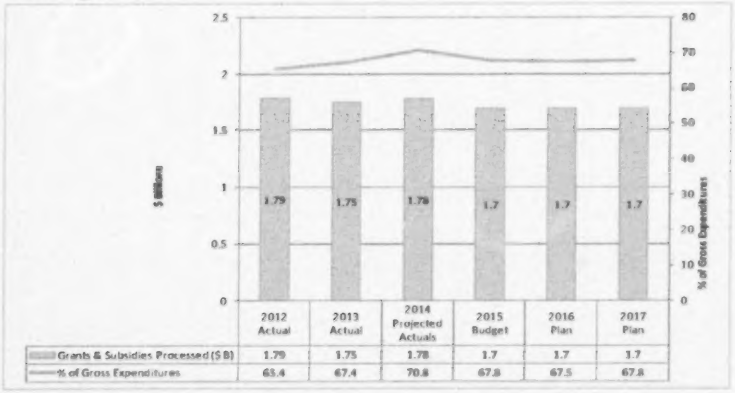
- Provide Financial Management and Reporting
- Provide Revenue & Cash Management
- Provide Financial Planning & Coordination
- Provide Program Support

2015 Service Budget by Activity ($000s)

Service by Funding Source ($000s)



Grants & Subsidies in Cost Shared Programs


$ Million
% of Gross Expenditures
2012 Actual
2013 Actual
2014 Projected Actuals
2015 Budget
2016 Plan
2017 Plan
Grants & Subsidies Processed ($ B) 1.79 1.75 1.78 1.7 1.7 1.7
% of Gross Expenditures 65.4 67.4 70.8 67.8 67.5 67.8

- SDFA continues to provide centralized management of Provincial/Federal subsidies and grants to the tune of $1.7 billion for cost-shared programs while ensuring accuracy, compliance, internal control, and timely submission of claims to the ministries.

2015 Service Levels
Financial Management and Program Support

Activity	Type	Sub-Type	Status	2012 2013 2014	2015
Financial Management & Reporting	Centralized Procurement of goods and services for A Divisions	Centralized Divisional Purchase Order (DPO) issuance up to $50,000	Approved	RFQ processed within 7-10 upon business days commencement of the process 90% of the time	RFQ processed within 7-10 upon business days commencement of the process 90% of the time
			Approved	100% Compliance with Corporate purchasing policies and procedures. Exercise due diligence for best pricing and three quotes for DPOs over $3000. DPO issuance will be within 3 business days of commencement of quotation process 90% of the time.	100% Compliance with Corporate purchasing policies and procedures. Exercise due diligence for best pricing and three quotes for DPOs over $3000. DPO issuance will be within 3 business days of commencement of quotation process 90% of the time.
	Sole source requests within DPO limit	Processing Centralized Sole Source Requests (SSR)	Approved	SSR Processed within 2 business days 90% of the time	SSR Processed within 2 business days 90% of the time
	Contract Release Order Processing	Centralized procurement of computer hardware and software	Approved	Process CRO's within 2 business days 95% of the time	Process CRO's within 2 business days 95% of the time
	Contract Management for A Divisions	Reporting, Oversight, Consultation and Coordination of management action	Approved	Reports issued within 5 to 10 business days of receiving the data 90% of the time	Reports issued within 5 to 10 business days of receiving the data 90% of the time
	Procurement Coordination	Coordination of Corporate Calls for A Programs	Approved	Meeting PMMD deadlines 90% of the time	Meeting PMMD deadlines 90% of the time
		Meetings: Purchasing Working Group, Finance Working Group and Divisional Purchasing Coordination Team Meetings	Approved	All meetings attended and information disseminated to Cluster A programs	All meetings attended and information disseminated to Cluster A programs
	Procurement Training	Training	Approved	Meet Program requested time lines 100% of the time	**Meet Program requested time lines 100% of the time** **Continue providing customized training meeting programs requirements**
	Requests to Purchase Goods & Services System	Electronic requisitioning	Approved	Assign RPGS to Buyers within 2 business days 90% of the time	Assign RPGS to Buyers within 2 business days 90% of the time
	DPO and Sole Source Reporting	DPO summaries and Sole Source activity reports	Approved	Issue reports within first week of the following month 90% of the time	Issue reports within first week of the following month 90% of the time
	Consolidated Cluster-Level Financial Reporting	Financial Reports	Approved	All reports are prepared, completed and issued by the deadlines 95% of the times	All reports are prepared, completed and issued by the deadlines 95% of the times
	Consolidated Petty Cash Management	Vouchers Received, Verified and Cash Dispensed	Approved	Petty Cash reimbursed within 2 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time.	**Petty Cash reimbursed within 2 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time. Further automation, streamlining and consolidation of petty cash function to Cluster A programs**
	Consolidated TTC ticket Issuance	Ordering, Inventory and Distribution	Approved	TTC tickets/tokens issued within 2 days 90% of the time. For emergency items immediately 100% of the time.	TTC tickets/tokens issued within 2 days 90% of the time. For emergency items immediately 100% of the time.

Financial Services	Expenditure Analysis and Monitoring	Approved	Analysis performed on as required basis.	Analysis performed on as required basis.
	Journal Entries	Approved	Journal entries processed meeting corporate accounting deadlines 100% of the time.	Journal entries processed meeting corporate accounting deadlines 100% of the time.
	Reserve / Reserve Fund Monitoring	Approved	Reserve fund analysis performed within a 2 day turnaround time	Reserve fund analysis performed within a 2 day turnaround time
	Extraction and Distribution of Payroll Information	Approved	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.
	Month-end Closing for Capital and Operating Budgets	Approved	Month end closing performed by the corporate deadline 100% of the time.	Month end closing performed by the corporate deadline 100% of the time.
	Year-end Financial Closing for Capital and Operating Budgets	Approved	Year end closing performed by the corporate deadline 100% of the time.	Year end closing performed by the corporate deadline 100% of the time.
SAP Cost Centre Management for A Divisions	Cost Centre Additions, Deletions and Changes	Approved	Cost centre change requests processed within 2 days 99% of the time.	Cost centre change requests processed within 2 days 99% of the time.
Coordination of Delegated Signing Authority for A Divisions	Annual Submission and Ongoing Monitoring	Approved	Signing authority summary submitted annually by the corporate deadline 80% of the time.	Signing authority summary submitted annually by the corporate deadline 80% of the time.
Payment Coordination	Cheque Requisitions	Approved	Cheque requisitions processed within 2 days 90% of the time	Cheque requisitions processed within 2 days 90% of the time
	Parked Document Monitoring	Approved	Supplier invoices cleared from parked documents regularly, meeting corporate requirements 100% of the time.	Supplier invoices cleared from parked documents regularly, meeting corporate requirements 100% of the time.
SAP System Access Requests	SAP access requests received, reviewed & approved	Approved	SAP system access request verified & approved within 2 business day turnaround time 90% of the time	SAP system access request verified & approved within 2 business day turnaround time 90% of the time

Financial Planning & Coordination	Cluster A Budget Coordination and Oversight	Consolidated summary reports for Deputy City Manager (DCM) and Executive Director of Social Development, Finance & Administration (ED-SDFA) and ad hoc reports	Approved	Produce summary reports by the set deadline with 100% accuracy		Produce summary reports by the set deadline with 100% accuracy
		Coordination	Approved	As required		As required
	Budget Development Process	FPARS Cluster Lead and Support	Approved		Cluster Lead to provide continuous support to FPARS Implementation Team and cluster program; and change champion. Throughout the year. Provided two dedicated staffing support.	Cluster Lead to provide continuous support to FPARS Implementation Team and cluster program; and change champion. Throughout the year. Provided two dedicated staffing support.
		Training	Approved		FPARS training to all cluster programs through "Train the Trainer" process.	FPARS training to all cluster programs through "Train the Trainer" process.
		Data Integrity	Approved		Reports produced with 100% accuracy by corporate deadlines 80% of the time	Reports produced with 100% accuracy by corporate deadlines 80% of the time
		Budget Upload	Approved		Budget uploaded with 100% accuracy meeting corporate deadlines.	Budget uploaded with 100% accuracy meeting corporate deadlines
		Budget Production Support to Cluster Programs	Approved		100% compliance to corporate guidelines Provide support to cluster A programs through PBF support sessions.	100% compliance to corporate guidelines Provide support to cluster A programs through PBF support sessions.
	Direct Production Support for Budget Development	Budget Production Support to 2 Programs	Approved	100% compliance to corporate guidelines and 90% timeline		100% compliance to corporate guidelines
Revenue & Cash Management	Subsidy Claim for Six Divisions	Federal Subsidy	Approved	100 % Accuracy and Meeting Submission dateline 100% of the time		100 % Accuracy and Meeting Submission dateline 100% of the time
		Provincial Subsidy	Approved	100 % Accuracy and Meeting Submission dateline 100% of the time		100 % Accuracy and Meeting Submission dateline 100% of the time
	Ontario Works Financial Benefit Payments	Recording of OW Benefit Payments Issuance	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time
		Daily Cash Exception and Issuance Reports	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time
		Repayment to Financial Institutions	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time
		Upload Sub Orders Payment process to Provincial SDMT	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time
		Ambulance Payment	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time
	Overpayment Recoveries	Advice Area Office to create overpayment	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time
		Receive and Deposit overpayment recoveries from Area Office	Approved	100 % accuracy with daily processing delay by 1 to 2 business days		100 % accuracy with daily processing delay by 1 to 2 business days
	Subsidy and Revenue financial Reports	Reports to Federal Departments and Provincial Ministries	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time

		Divisional Subsidy and Revenue Reports to Corporate Accounting	Approved	100 % accuracy with daily processing 100% of the time		100 % accuracy with daily processing 100% of the time
	Accounts Receivable	Subsidy and Grant Receivables, Loans Receivables and Other Receivables	Approved	100 % accuracy with delay in daily processing by 1 to 2 business days		100 % accuracy with delay in daily processing by 1 to 2 business days
	User Fees	Recording & Reconciliation	Approved	100% accuracy Record and Reconciled within three weeks after month end		100% accuracy Record and Reconciled within three weeks after month end
	Donations	Donation Received	Approved	100% accuracy Deposit 2nd business day of Receipt Process Tax Receipt within 2 business days of receipt Dispense Funds within 2 to 3 days of request		100% accuracy Deposit 2nd business day of Receipt Process Tax Receipt within 2 business days of receipt Dispense Funds within 2 to 3 days of request
	Year-end Audit and program specific Financial Audits (Federal departments and Provincial ministries' requirements)	Assisting year-end City audit process of expenditures, subsidies and receivables. Manage program specific audits for ministries' requirements	Approved	Support provided in one business day 100% of the time		Support provided in one business day 100% of the time
	Cashed Cheque Information (CCI) System	Process Stop Payments on Cheques	Approved	Processed immediately upon request 100 % of the time.		Processed immediately upon request 100 % of the time.
		Verification of cheques to financial institutions and management of benefit card transactions	Approved	Verification of cheques and management of benefit card transactions are done with 100% accuracy.		
		Benefits Card Processing	Approved		Provided support to process all benefit card issues, funding transfers, reconciliation and reporting of daily issuance of client benefit cards	Provided support to process all benefit card issues, funding transfers, reconciliation and reporting of daily issuance of client benefit cards
		Cashed Cheque Issuance Reports	Approved	100% accuracy and 100% of time		100% accuracy and 100% of time
	Bank Reconciliation of User fees to Parks, Forestry and Recreation Division	Bank Reconciliation	Approved	100% accuracy and 100% of time		100% accuracy and 100% of time
Program Support	Strategic Cluster Leadership, Advice and Support	Financial management, governance, operational, service effectiveness, oversight ensuring compliance, support, advice, coordination and consultation	Approved	Regular and ongoing support provided 100% of the time.		Regular and ongoing support provided 100% of the time.
	Relationship Management	Association of Community Centres (AOCCs)	Approved	90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework. A Goverance review continues in 2013.		90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework.
		Community-Based Boards of Management	Approved	Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards		Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards
	Program and Operational Reviews		Approved	90% of projects are completed	90% of projects are completed on time and within budget.	100% of projects are completed

The 2015 Approved Service Levels for Financial Management and Program Support are consistent with the 2014 Approved Service Levels.

Financial Management and Program Support

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fin Mgt & Reporting	2,253.2	2,115.5		2,115.5	(137.7)	(6.1%)		2,115.5	(137.7)	(6.1%)	47.0	2.2%	17.0	0.8%
Fin Planning & Coordina	514.3	471.0		471.0	(43.3)	(8.4%)		471.0	(43.3)	(8.4%)		0.0%		
Rev. & Cash Mgt.	1,988.9	1,995.3		1,995.3	6.4	0.3%		1,995.3	6.4	0.3%		0.0%		
Program Support	812.4	1,302.0	(127.1)	1,174.9	362.5	44.6%		1,174.9	362.5	44.6%		0.0%		
Total Gross Exp.	5,568.8	5,883.8	(127.1)	5,756.7	187.9	3.4%		5,756.7	187.9	3.4%	47.0	0.8%	17.0	0.3%
REVENUE														
Fin Mgt & Reporting	287.8	287.8	(45.5)	242.3	(45.5)	(15.8%)		242.3	(45.5)	(15.8%)		0.0%		
Fin Planning & Coordina	54.6	54.6	0.6	55.2	0.6	1.1%		55.2	0.6	1.1%		0.0%		
Rev. & Cash Mgt.	988.6	988.7	(36.1)	952.6	(36.0)	(3.6%)		952.6	(36.0)	(3.6%)		0.0%		
Program Support	74.3	74.3	11.9	86.2	11.9	16.0%		86.2	11.9	16.0%		0.0%		
Total Revenues	1,405.3	1,405.4	(69.1)	1,336.3	(69.0)	(4.9%)		1,336.3	(69.0)	(4.9%)		0.0%		
NET EXP.														
Fin Mgt & Reporting	1,965.4	1,827.7	45.5	1,873.2	(92.2)	(4.7%)		1,873.2	(92.2)	(4.7%)	47.0	2.5%	17.0	0.9%
Fin Planning & Coordina	459.7	416.4	(0.6)	415.8	(43.9)	(9.5%)		415.8	(43.9)	(9.5%)		0.0%		
Rev. & Cash Mgt.	1,000.3	1,006.6	36.1	1,042.7	42.4	4.2%		1,042.7	42.4	4.2%		0.0%		
Program Support	738.1	1,227.7	(139.0)	1,088.7	350.6	47.5%		1,088.7	350.6	47.5%		0.0%		
Total Net Exp.	4,163.5	4,478.4	(58.0)	4,420.4	256.9	6.2%		4,420.4	256.9	6.2%	47.0	1.1%	17.0	0.4%
Approved Positions	48.5	48.5		48.5				48.5				0.0%		

The 2015 Operating Budget for Financial Management and Program Support of $5.757 million gross and $4.421 million net is $0.257 million or 6.2% over the 2014 Approved Net Budget.

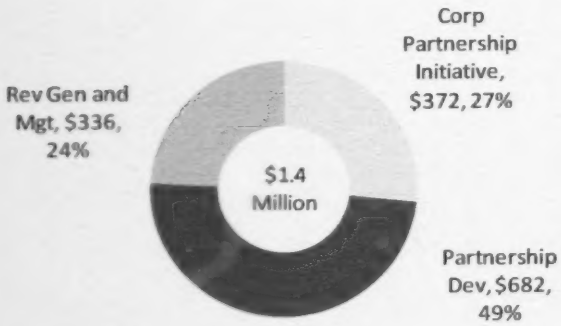
- Financial Management and Program Support provides direct support and coordinating activities for Cluster A programs with respect to financial reporting, cash and revenue management, budgets and procurement.
- Base budget pressures are primarily due to the inflationary increases of $0.110 million in salary and benefits and reallocation and consolidation of IDCs between services to centralize expenditures. Other revenue changes reflect the reallocation of provincial subsidies between services to better reflect the cost of delivery.
- The above pressures have been partially offset by reductions identified in line-by-line reviews of $0.127 million.

Toronto Office of Partnerships

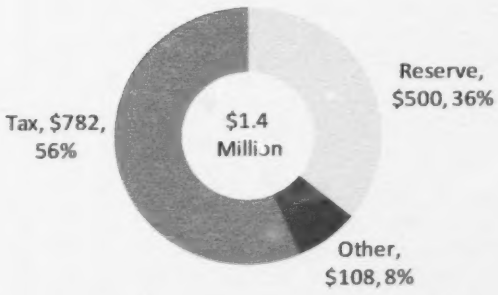
What We Do

- Develop Corporate Partnership Initiatives
- Manage Partnership Develop
- Manage Revenue Generation Initiatives

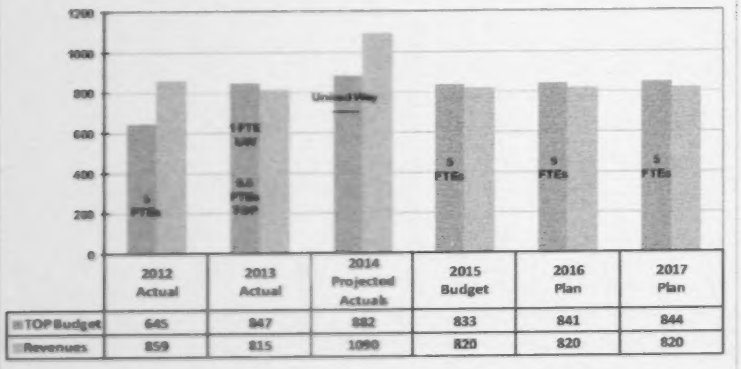
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Funding Secured for City Programs by TOP



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
TOP Budget	645	947	882	833	841	844
Revenues	859	815	1090	820	820	820

- Funding leveraged from third parties continues to grow, with $859,000 raised in 2012 to $1,090,000 in 2014.
- In 2014, TOP was able to raise $1,090,000, 33.7% above the expected budgeted revenues of $815,000, including unique PanAm Games opportunities.

2015 Service Levels
Toronto Office of Partnerships

Activity	Type	Sub-Type	Approved Service Levels					
			Status	2013	2012	2013	2014	[illegible]
Corporate Partnership Initiatives	**Corporate Partnership**		Approved	95% of requested policies/procedures are completed within the time frame provide by Council	90% of requested policies/procedures are completed within the time frame provide by Council			# of corporate Partnership Initiatives TBD - This data is collected from Divisions in 2016
	Partnership & Revenue Generation Policies and Procedures		Approved					
	External and Internal Consulting		Approved				Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262	Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262
	Staff Partnership Training		Approved				# of Staff trained on Partnerships 485	# of Staff trained on Partnerships 485
Partnership Development	**Development and Management of Agreements**		Approved	Agreements are Developed 100% of the time				
	Consultation and Training on Partnership Development		Approved	partners 100% of the time				
	Relationship Development		Approved	No growth achieved	Activity maintained but reduced due to 10% budget and staff reduction in 2012			
	Project Management for Projects going forward	Go-Forward Partnerships	Approved				Number of instances projects are going forward 50	Number of instances projects are going forward 50
		Project Management Ticket	Approved				1000 hours of External and Internal for partnership projects managed going forward	1000 hours of External and Internal for partnership projects managed going forward
		New Partners	Approved				20 New Partners	20 New Partners
Revenue Generation and Management	**Advice and Consultation on Unsolicited Proposal Policy Process**		Approved	Respond to 95% of inquiries within 2 days				
	Review Unsolicited Proposal Submissions		Approved	Review and respond to 95% of received proposals within 10 days	Review and respond to 95% of received proposals within 2 business days			
	Revenue Generating Partnerships (Sponsorships, Donations, Joint Ventures/Grants)		Approved	No growth achieved	Activity maintained but reduced as of 2012 due to staffing reductions.			
	Emergency Donation Management		Approved	100% of identified victims assisted	Coordinated with Corporate Accounting			
	City initiatives financially supported by external partners		Approved				# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2015	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016
	Unsolicited Proposals		Approved				Submitted Unsolicited Proposals Processed 20	Submitted Unsolicited Proposals Processed 20
	Partnership Revenue Generated		Approved				Partnership revenue generated $814,000	Partnership revenue generated $814,000
	United Way Campaign		Approved				Total amount of funds generated by the City of Toronto U.W. Campaign $1.2 M	Total amount of funds generated by the City of Toronto U.W. Campaign $1.2 M

The 2015 Service Levels for Toronto Office of Partnerships reflects technical adjustments at the type and sub-types to improve its partnership development and revenue generation programs. The changes are noted in bold print.

Toronto Office of Partnership
2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Corp Partnership Initiative	238.8	244.8		244.8	6.0	2.5%	127.5	**372.3**	133.5	55.9%	(139.9)	-37.6%	4.6	2.0%
Partnership Dev	437.8	448.6		448.6	10.8	2.5%	233.7	**682.3**	244.5	55.8%	(275.0)	-40.3%		
Rev Gen and Mgt	263.3	272.0		272.0	8.7	3.3%	63.8	**335.8**	72.5	27.5%	(75.0)	-22.3%		
Total Gross Exp.	939.9	965.4		965.4	25.5	2.7%	425.0	**1,390.4**	450.5	47.9%	(489.9)	-35.2%	4.6	0.5%
REVENUE														
Corp Partnership Initiative	22.5	22.5		22.5			127.5	**150.0**	127.5	566.7%	(150.0)	-100.0%		
Partnership Dev	41.3	41.3		41.3			233.7	**275.0**	233.7	565.9%	(275.0)	-100.0%		
Rev Gen and Mgt	113.4	119.3		119.3	5.9	5.2%	63.8	**183.1**	69.7	61.5%	(75.0)	-41.0%		
Total Revenues	177.2	183.1		183.1	5.9	3.3%	425.0	**608.1**	430.9	243.2%	(500.0)	-82.2%		
NET EXP.														
Corp Partnership Initiative	216.3	222.3		222.3	6.0	2.8%		**222.3**	6.0	2.8%	10.1	4.5%	4.6	2.0%
Partnership Dev	396.5	407.3		407.3	10.8	2.7%		**407.3**	10.8	2.7%		0.0%		
Rev Gen and Mgt	149.9	152.7		152.7	2.8	1.9%		**152.7**	2.8	1.9%		0.0%		
Total Net Exp.	762.7	782.3		782.3	19.6	2.6%		**782.3**	19.6	2.6%	10.1	1.3%	4.6	0.6%
Approved Positions	6.5	6.5		6.5				**6.5**				0.0%		

The 2015 Operating Budget for the Toronto Office of Partnership of $1.390 million gross and $0.782 million net is $0.020 million net or 2.6% over the 2014 Approved Net Budget.

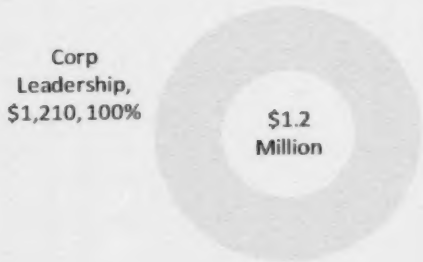
- Toronto Office of Partnership coordinates and develops Corporate Partnership Initiatives, manages Partnership Development and Revenue Generation on behalf of the City, including corporate partners such as the United Way of Toronto.
- Base budget pressures are primarily due to the inflationary impact of salary and benefits and an increase of $0.006 million in non-program funding for the United Way Representative position.
- The 2015 Budget includes new funding of $0.425 million $0 net to support the Torch Relay Community Celebration as part of the 2015 Panam Parapan Games.

Corporate Leadership

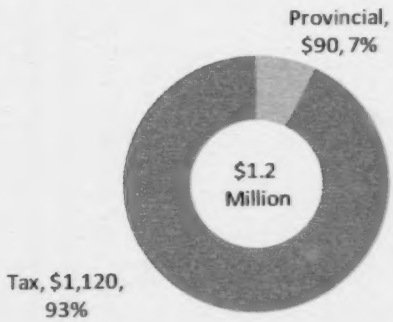
What We Do

- To guide the corporation in the strategic direction for growth and program/service delivery.
- Promote collaboration and innovation inside Cluster A and across the organization
- Assist the City Manager in corporate governance and oversight activities
- Achieve Council's priorities

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Shelter, Support and Housing Administration

2015 OPERATING BUDGET OVERVIEW

The total cost to deliver this service Toronto residents in 2015 is $650.487 million gross and $283.441 million net as shown below.

(in $000's)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	647,384.0	650,487.1	3,103.1	0.5%
Gross Revenues	449,868.2	367,045.9	(82,822.3)	(18.4%)
Net Expenditures	**197,515.8**	**283,441.2**	**85,925.4**	**43.5%**

Social Housing Service is facing significant pressure resulting from the loss of Provincial and Federal funding of $85.018 million net and the increase in demand for services for support of the prevention of homelessness. Demand has been met by an increase in the allocation of CHPI funding and through the addition of 181 beds, adding drop-ins and additional services in the City's shelter system that support the homeless and those at risk.

2015 Operating Budget Overview

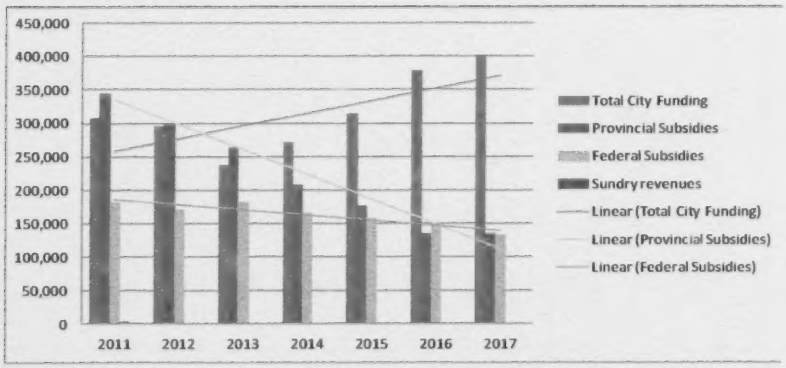
Shelter, Support and Housing Administration (SSHA) contributes to healthy communities by ensuring that people have a range of shelter and affordable housing options. The Program provides temporary shelter and support services for homeless individuals and families, creates permanent affordable housing solutions, and funds and administers the City's social housing program.

Fast Facts

- Toronto Community Housing Corporation (TCHC) is the main provider of social housing with 58,500 units. Other not-for-profit housing providers, 246 provide assistance to an additional 35,500 units.
- Provides approximately 4,017 permanent emergency and transitional shelter beds in 58 locations, including 9 City-operated facilities.

Trends:

Level of Federal, Provincial Funding in $000's



- Between 2013 – 2017, the City funding for Social Housing has ballooned by $162.2 million, or 23.8% to maintain service levels, due to the following revenue changes:
  - Housing Provincial Funding Loss - $113.9 million over 2014 – 2016 period);
  - Loss of Federal funding of $47.6 million due to operating agreement expiries for Social Housing properties under administration;

2014 Key Service Accomplishments

In 2014, Shelter Services and Housing Administration achieved the following results:

Homeless and Housing First Solutions

- ✓ Aligned the Federal Homelessness Partnering Strategy (HPS), City of Toronto - Homeless Initiatives Fund (HIF) & Provincial Community Homelessness Prevention Initiative (CHPI) funding streams to streamline and improve service delivery.
- ✓ Through Streets to Homes, provided service to over 8,000 unique individuals, with 400 people housed directly from the street, 200 people re-housed and 75% remaining in housing at one year.
- ✓ Established 24-hour drop-in services during Extreme Cold Weather Alerts in partnership with Margaret's Toronto East Drop-in and St. Felix Centre.
- ✓ Provided 1,485,090 bed nights to homeless clients.
- ✓ *Social Housing System Management*
- ✓ Implemented the Housing Stability Housing Allowance Program, with funding for 260 clients with an April, 2014 start date.
- ✓ Obtained Council approval to develop RGI access policies that are more client-centered, and to implement the policy changes that make RGI access policies more client-focused.
- ✓ Collaborated with the City's Auditor-General on an audit of the Social Housing program resulting in agreed on areas that will result in system wide service improvements.
- ✓ Collaborated with Children's Services and Employment and Social Services to identify and develop opportunities for service integration.

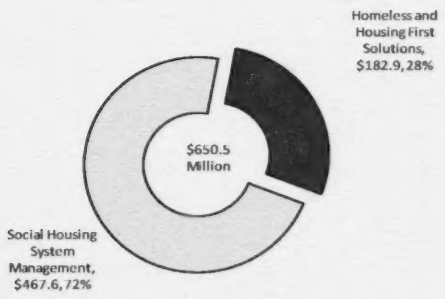
Our Service Deliverables for 2015

The 2015 Operating Budget of $650.487 million gross and $283.441 million net supports the provision of a wide range of services, which include:

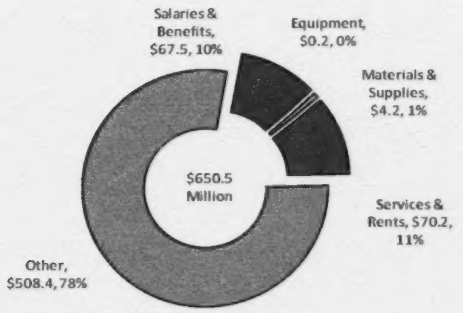
- Providing 24-hour shelter, street outreach and housing services;
- Providing 1.466 million bed nights of emergency shelter (4,017 per night, 365 days a year) to homeless individuals (an increase of 1.9% compared to the 2014 budget), including the provision of meals and supports to achieve an overall estimated occupancy of 86.9%;
- Providing funding to more than 240 housing providers (including the Toronto Community Housing Corporation), with over 94,000 units of social housing;
- Providing 322,295 bed nights of boarding home service to adults with psychiatric disabilities;
- Administering the Federal and Provincial grants to over 115 community agencies; and
- Assisting homeless individuals on the street to move into housing through the Streets to Homes Program, with over 4,600 individuals assisted into permanent housing since 2005, with the vast majority remaining in their new homes.

Where the money goes:

2015 Budget by Service
$650.9 Million

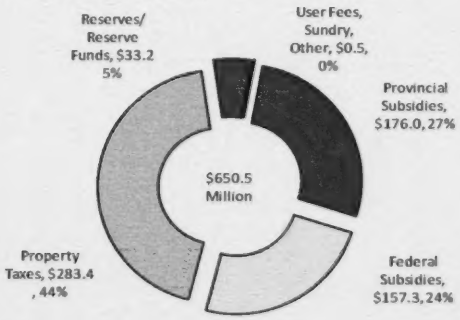


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source


Reserves/ Reserve Funds, $33.2 5%
User Fees, Sundry, Other, $0.5, 0%
Provincial Subsidies, $176.0, 27%
$650.5 Million
Property Taxes, $283.4 , 44%
Federal Subsidies, $157.3, 24%

Our Key Challenges & Priority Actions

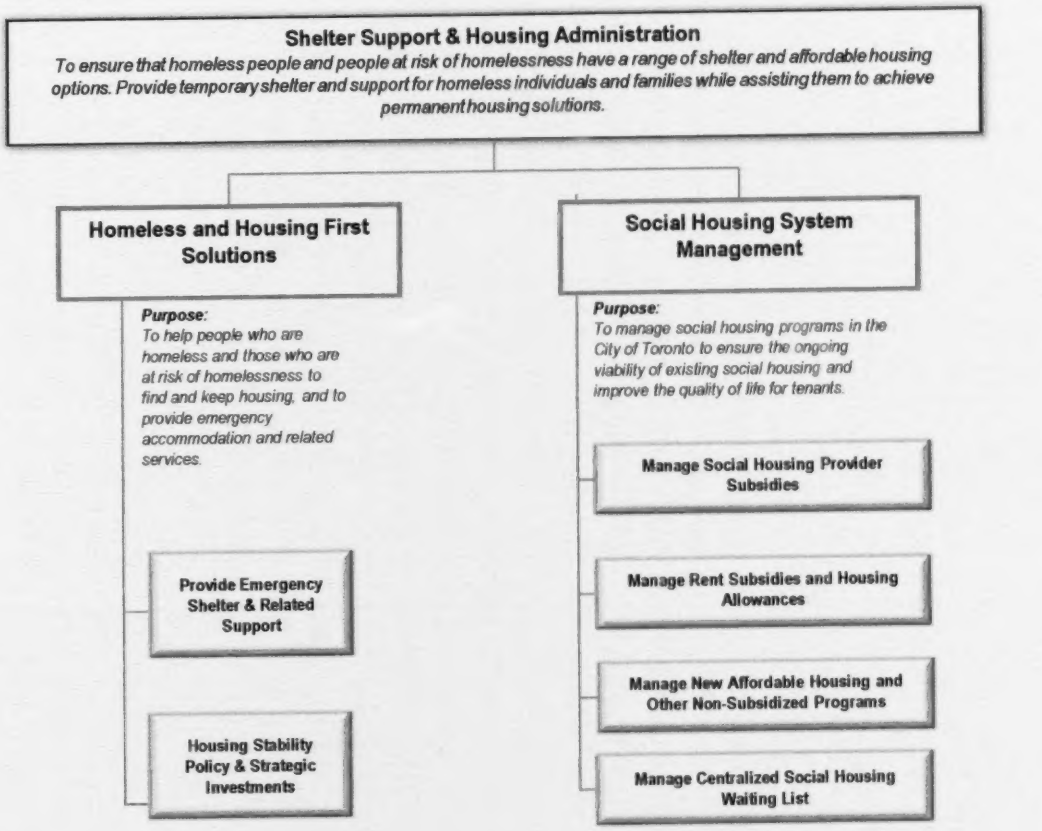
- **Managing the funding gap in Social Housing** due to divestment by both the Federal and Provincial governments, which includes the Housing Provincial Funding Loss ($113.940 million over 3 years):
  - ✓ Develop strategies to address the funding shortfall with expiry of Federal operating agreements.
  - ✓ Continue to engage all orders of government to assume responsibility for the impacts of the social housing legacy.
- **Need increased capacity in the shelter system to keep pace with demand and to enhance existing services.**
  - ✓ The 2015 Operating budget provides funding of $3.8 million that will increase capacity in the shelter system as follows:
    - ➢ 127 new beds for the coed, men's and women's shelter sectors;
    - ➢ 54 new beds for youth, including a new shelter facility for LGBQ2S youth;
    - ➢ Continued funding for 32 existing beds;
    - ➢ Funding included for two new 24-hour drop-in centres for women; and
    - ➢ Enhanced funding for warming centres.

Funding is included to add capacity in the shelter system to keep pace with demand

2015 Operating Budget Highlights

- The 2015 Operating Budget has increased by $85.925 million net, primarily due to the loss of Provincial/ Federal funding for Social Housing of $85.018 million, which includes Housing Provincial Funding loss of $75.960 million and $9.057 million from federal mortgage expirations.
  - ✓ Funding is included to add capacity in the shelter system to keep pace with demand.

Program Map


Shelter Support & Housing Administration
To ensure that homeless people and people at risk of homelessness have a range of shelter and affordable housing options. Provide temporary shelter and support for homeless individuals and families while assisting them to achieve permanent housing solutions.
Homeless and Housing First Solutions
Purpose:
To help people who are homeless and those who are at risk of homelessness to find and keep housing, and to provide emergency accommodation and related services.
Provide Emergency Shelter & Related Support
Housing Stability Policy & Strategic Investments
Social Housing System Management
Purpose:
To manage social housing programs in the City of Toronto to ensure the ongoing viability of existing social housing and improve the quality of life for tenants.
Manage Social Housing Provider Subsidies
Manage Rent Subsidies and Housing Allowances
Manage New Affordable Housing and Other Non-Subsidized Programs
Manage Centralized Social Housing Waiting List
Legend:
Program
Activity
Service

Service Customers

Homeless and Housing First Solutions

- Homeless and at-risk populations
- Residents
- Community Agencies (Tenant Association, Not for Profit)
- Provincial and Federal Governments

Social Housing System Management

- Social Housing Tenants/Members
- Social Housing Owners
- Provincial and Federal Governments

Table 1

2015 Operating Budget and Plan by Service

	2014	2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	2014 Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 Budget vs. 2014 Budget Changes	2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Homeless and Housing Soultions											
Gross Expenditures	171,848.4	168,530.4	175,020.0	7,791.8	182,811.8	10,963.4	6.4%	2,069.2	1.1%	1,390.3	0.8%
Revenue	102,896.2	113,293.2	106,777.1	5,216.8	111,993.9	9,097.7	8.8%	(2,602.5)	(2.3%)	1.7	0.0%
Net Expenditures	68,952.2	55,237.2	68,242.9	2,575.0	70,817.9	1,865.7	2.7%	4,671.7	6.6%	1,388.6	1.8%
Social Housing Management											
Gross Expenditures	475,535.6	455,043.4	467,501.0	99.3	467,600.3	(7,935.3)	(1.7%)	7,636.0	1.6%	6,021.2	1.3%
Revenue	346,972.0	312,764.8	254,877.7	99.3	254,977.0	(91,995.0)	(26.5%)	(72,807.1)	(28.6%)	(14,846.7)	(8.1%)
Net Expenditures	128,563.6	142,278.6	212,623.3		212,623.3	84,059.7	65.4%	80,443.1	37.8%	20,867.9	7.1%
Total											
Gross Expenditures	647,384.0	623,573.8	642,521.0	7,966.1	650,487.1	3,103.1	0.5%	9,705.2	1.5%	7,411.5	1.1%
Revenue	449,868.2	426,058.0	361,654.8	5,391.1	367,045.9	(82,822.3)	(18.4%)	(75,409.6)	(20.5%)	(14,845.0)	(5.1%)
Total Net Expenditures	197,515.8	197,515.8	280,866.2	2,575.0	283,441.2	85,925.4	43.5%	85,114.8	30.0%	22,256.5	6.0%
Approved Positions	718.6	685.6	705.2	3.0	708.2	(10.4)	(1.4%)				

The 2015 Operating Budget for SSHA is $650.487 million gross and $283.441 million net. The net budget increased by $85.925 million net, or 43.5% due to the following:

- The *Social Housing Management System* Service is experiencing significant base budget pressures due to the loss of Provincial/ Federal funding of $85.018 million net reflecting the Housing Provincial Funding Loss of $75.960 million and the loss of Federal funding of $9.058 million due to operating agreement expiries on properties under administration. The base pressures in this service are primarily driving the cost of delivering services for Shelter Support and Housing Administration.

- As noted in the following table, if the $85.017 million loss of Provincial/ Federal funding in 2015 was excluded, the 2015 Base Operating Budget for SSHA would be $195.846 million, $1.178 million or 0.8% under the 2014 Approved Budget of $197.516 million net.

(in $000's)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	647,384.0	642,521.0	(4,863.0)	(0.8%)
Gross Revenues	449,868.2	446,671.8	(3,196.4)	(0.7%)
Net Expenditures	**197,515.8**	**195,849.2**	**(1,666.6)**	**(0.8%)**

- Other base budget changes amounting to $25.620 million are primarily due to the reversal of the 2014 reserve draw, inflationary increases for salary and benefits, as well as the annualized impact of the 30 bed Women's shelter approved in 2014 of $0.600 million and revenue changes of $0.430 million, reflecting the first year of the phasing out of client maintenance fees to harmonize the user fee policy in shelters across the City.

- The above base budget pressures were offset by base revenue changes primarily from additional CHPI funding allocations of $7.756 million and $1.021 million in additional HPI Federal grant funding for *Homeless and Housing First Solutions* Service.

- To help mitigate the above base pressures of $110.638 million net, the Program was able to achieve savings of $0.232 million through a line-by-line review, primarily in *Homeless and Housing First*

Solutions; and savings of $0.915 million through service realignment in hostel activities. Additional revenue of $25.640 million from the 2015 reserve draw is included, primarily to offset *Social Housing Management Service* pressures.

- The 2015 Operating Budget includes funding of $7.891 million gross, $2.500 million net for 9 enhanced service priorities, mainly to increase capacity in shelter system.
- The 2016 Plan includes a pressure of $85.115 million with $67.128 million resulting from loss of revenue (reflecting the final year of Loss in Housing Provincial Funding and the reversal of the 2015 reserve draw); increase of Social Housing costs of $16.632 million and other inflationary increases of $1.355 million, primarily for staff related costs.

The 2017 Plan includes a pressure of $22.256 million, comprised of Social Housing cost increases of $20.835 million and inflationary increases in staff related costs of $1.421 million.

Table 2

2015 Total New & Enhanced Service Priorities Summary

	New and Enhanced				Total Approved Service			Incremental Change			
	Homeless and Housing First Solutions		Social Housing Management		$'s	$'s	Position	2016 Plan		2017 Plan	
Description ($000s)	Gross	Net	Gross	Net	Gross	Net	#	Gross	Net	Gross	Net
Enhanced Services Priorities											
LGBTQ2S Youth Shelter	600.0				600.0			600.0			
24 Hour Drop-in	2,250.0				2,250.0			750.0			
Transfer to Housing Allowance	1,072.0				1,072.0			(500.0)			
POS Subsidy increase	2,500.0	2,500.0			2,500.0	2,500.0					
Administrative Funding	201.7		99.3		301.0		3.0	99.7			
Enhanced Tenant Supports	75.0	75.0			75.0	75.0					
Warming Centres	240.0				240.0						
One-time support for Kennedy House	200.0				200.0			(200.0)			
POS Subsidy increase - 32 beds	706.6				706.6						
Kennedy House Rent Increase	21.5				21.5						
Sub-Total	7,866.8	2,575.0	99.3		7,966.1	2,575.0	3.0	749.7			
Total	7,866.8	2,575.0	99.3		7,966.1	2,575.0	3.0	749.7			

The 2015 Operating Budget for SSHA incorporates 10 enhanced service priorities at a cost of $7.966 million gross and $2.575 million net, annualized for an additional $0.750 million gross and $0 net for 2016. The 2015 cost of $7.966 million gross is partially funded through the Community Homelessness Prevention Initiative (CHPI) funding allocations by $5.391 million, and $2.575 million by City funding. The 2016 annualized cost of $0.750 million will be funded by CHPI.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase						2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	%	Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:											
Progression Pay Step Increase	1,347.2		1,347.2	0.5%			1,374.1		1,374.1	0.4%	
Increase in IDC	6.7		6.7	0.0%			63.8		46.8	0.0%	
Loss of Toronto Housing Stability Allowance	(67.1)	(67.1)					(568.5)	(568.5)			
Loss of TPC Pooling		(37,980.0)	37,980.0	13.5%							
Reserve draw reversal		(25,639.9)	25,639.9	9.1%							
Reversal of one-time CHPI funding		(3,315.4)	3,315.4								
Reversal of one-time IAH funding		(193.2)	193.2								
2015 Enhanced Services	749.7	749.7									
Depletion of Reserves											
Sub-Total	2,036.5	(66,445.9)	68,482.3	24.3%			869.4	(568.5)	1,420.9	0.4%	
Anticipated Impacts:											
Increase in Social Housing pressures	7,668.7	(8,963.7)	16,632.4	5.9%			6,541.6	(14,293.7)	20,835.2	5.7%	
Sub-Total	7,668.7	(8,963.7)	16,632.4				6,541.6	(14,293.7)	20,835.2	5.7%	
Total Incremental Impact	9,705.2	(75,409.6)	85,114.8	30.3%			7,411.0	(14,862.2)	22,256.2	6.1%	

The 2015 Operating Budget for Shelter Support and Housing Administration results in a 2016 and 2017 incremental increase of $85.115 million and $22.257 million respectively to maintain the 2015 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

Progression pay, step and fringe benefits increases will result in increased pressure of $1.347 million in 2016 and $1.374 million in 2017. Since 2016 is a collective bargaining year, the estimate for cost of living is not included.

Increase in inter- divisional charges, due to inflationary increases for IT services, will add a pressure of $0.007 million in 2016, and in 2017.

Reversal of the Toronto Housing Stability Allowance of $0.067 million in 2016, and $0.569 million in 2017, reflects the funding changes that support the rental expenses of eligible individuals.

Reversal of one-time Provincial revenues will result in $3.509 million pressure in 2016, which includes reduction in CHPI funding of $3.315 million and a reduction in Investment in Affordable Housing program (IAH) funding of $0.193 million.

- The Housing Provincial Funding loss will add an incremental pressure of $37.980 million in 2016, as the Province phases out the total funding of $113.940 million over the 2014 – 2016 period.
- Reversal of the reserve withdrawal will create a pressure of $25.640 million for 2016. The 2015 Approved Operating Budget relies on the use of $25.140 million from the Social Housing Reserve Funds, primarily to fund Social Housing pressures.
- Annualized impact for the delivery of the LGBTQ2S youth shelter, the 24- hour drop ins, administrative staffing are offset by the reversal of the funding for the transfer of Housing Allowance of $0.500 million, and one-time support for Kennedy House for $0.200 million. CHPI subsidy provides the funding source for the 2016 annualizations.

Anticipated Impacts

- The anticipated impacts of $16.632 million in 2016 and $20.835 million in 2017 are comprised of the following:
  - The annual indexing of subsidies paid to Social housing providers to be in compliance with the Housing Services Act will result in increased costs of $7.669 million in 2016 and $6.542 million in 2017.
  - As well, the City must fund the loss in Federal funding of $8.963 million in 2016 and $14.293 million in 2017 from the expiry of operating agreements on properties under administration

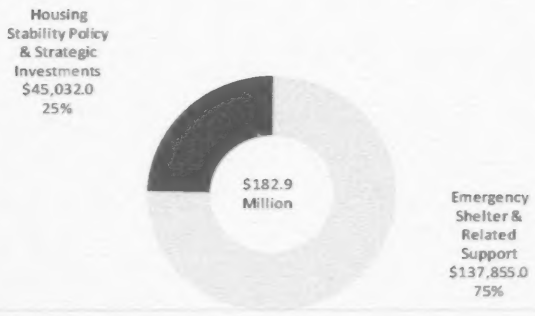
Homeless and Housing First Solutions

Homeless and Housing First Solutions
Housing Stability Policy & Strategic Investments
Emergency Shelter & Related Support

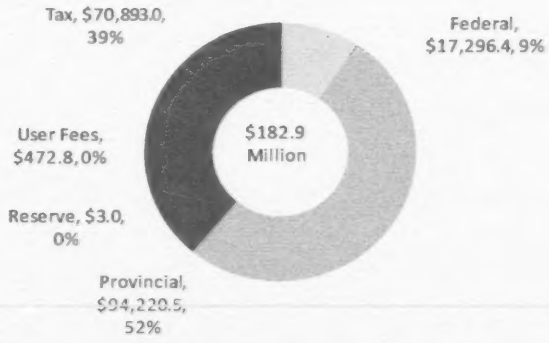
What We Do

- Provide street outreach services that assist street-involved people find and keep permanent housing.
- Manage the 4,017-bed shelter system in Toronto, overseeing the 49 facilities that are operated by community agencies under contract and the 9 shelters that are operated by City staff.

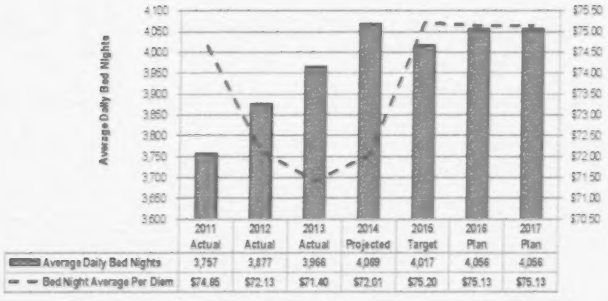
2015 Service Budget by Activity ($000s)


Housing Stability Policy & Strategic Investments $45,032.0 25%
$182.9 Million
Emergency Shelter & Related Support $137,855.0 75%

Service by Funding Source ($000s)



Hostels Average Daily Bed Nights and Average Bed Night Per Diem



	2011 Actual	2012 Actual	2013 Actual	2014 Projected	2015 Target	2016 Plan	2017 Plan
Average Daily Bed Nights	3,757	3,877	3,966	4,069	4,017	4,056	4,056
Bed Night Average Per Diem	$74.85	$72.13	$71.40	$72.01	$75.20	$75.13	$75.13

- The cost per bed night is expected to increase from $72 in 2014 to $75.20 in 2015, representing an increase of $3.20, or 4.4%.
- The average daily bed nights are steadily increasing reflecting the increase in demand across all sectors, with the most significant demand in the men's and women's shelters.

2015 Service Levels
Homeless and Housing First Solutions

Activity	Type	Sub-Type	Status	Approved Service Levels 2012	2013	2014	Approved 2015
Provide Emergency Shelter & Related Support	A directly operated		Approved				
		Shelter Beds	Approved	1,643 Shelter Beds available at 10 locations	1591 Shelter Beds available at 10 locations	1649 Shelter Beds available at 10 locations	**1658 Shelter Beds available at 10 locations**
		Food Services	Approved	892,110 of meals/snacks provided totalling $5.7 M 163,875 food allowances provided totalling $0.656 M	862,401 of meals/snacks provided totalling $5.5 M 153,375 food allowances provided totalling $0.614 M	913,020 of meals/snacks provided totalling $5.7 M 42,872 basic needs allowances provided totalling $0.322 M	**942,051 of meals/snacks provided totalling $5.7 M 42,872 basic needs allowances provided totalling $0.322 M**
		Personal Needs Allowances	Approved	254,465 of allowances provided totalling $1.1 M	N/A as per budget submission, SSHA will not be providing PNA's in 2013	PNA taken out of the budget with new CHPI funding model.	
		Personal Supports (Counselling, Housing Help services, Employment Support, Crisis Support, Daily Living Supports)	Approved	6,684 clients provided with supports	7,618 clients provided with supports	7,700 clients provided with supports	7,700 clients provided with supports
		Children's Supports	Approved	1,496 children supported	1,698 children supported	1,700 children supported	1,700 children supported
		Nursing Care	Approved	An average of 407 individuals per day supported with on-site nursing/medical care	An average of 410 individuals per day supported with on-site nursing/medical care	An average of 400 individuals per day supported with on-site nursing/medical care	An average of 400 individuals per day supported with on-site nursing/medical care
	Community Agencies	Emergency Shelter funding	Approved	Funding for 2,572 beds to 47 providers for a total value of $47.6 M	Funding for 2,650 beds to 46 providers for a total value of $49.0 M	Funding for 2,654 beds to 48 providers for a total value of $51.0 M	**Funding for 2,704 beds to 49 providers for a total value of $53.2 M**
		Housing Help services inside shelters funding	Approved	Funding for 26 agencies provided for a total value of $4.8 M		Funding for 26 agencies provided for a total value of $4.8 M	**Funding for 26 agencies provided for a total value of $5.8 M**
		Rooming/Boarding House funding	Approved	Funding for 931 beds for a total value of $8.7 M	Funding for 931 beds for a total value of $9.4 M	Funding for 931 beds for a total value of $10.1 M	Funding for 931 beds for a total value of $10.1 M
		Quality Assurance	Approved	57 quality assurance visits		57 quality assurance visits	57 quality assurance visits
		Complaints Management	Approved	286 complaints handled	250 complaints handled	260 complaints handled	260 complaints handled
		Central Intake	Approved	42,703 calls with 8,537 intakes	42,513 calls with 7,770 intakes	51,990 calls with 12,565 intakes	51,990 calls with 12,565 intakes

Provide Homeless & Housing Support in the Community	Community Agencies	Street Outreach funding	Approved	20 agencies funded with a total value of $4.2M	20 agencies funded with a total value of $4.7M	19 agencies funded with a total value of $3.2M	**14 agencies funded with a total value of $4.4M**
		Housing Follow-up funding	Approved	13 agencies funded with a total value of $2.1 M	13 agencies funded with a total value of $2.6 M	13 agencies funded with a total value of $1.4M	**10 agencies funded with a total value of $2.9M**
		Housing Help services funding	Approved	52 agencies funded with a total value of $8.4	52 agencies funded with a total value of $9.2 M	52 agencies funded with a total value of $8.5M	**55 agencies funded with a total value of $10.1M**
		Drop-in funding	Approved	29 agencies funded with a total value of $3.1 M	29 agencies funded with a total value of $3.4 M	29 agencies funded with a total value of $3.2M	**30 agencies funded with a total value of $6.2M**
		Supports to Daily Living funding	Approved	11 agencies funded with a total value of $3.9 M	11 agencies funded with a total value of $3.8 M	11 agencies funded with a total value of $3.9M	**14 agencies funded with a total value of $4.9M**
		Pre-employment Supports funding	Approved	14 agencies funded with a total value of $2.2 M	13 agencies funded with a total value of $1.8 M	19 agencies funded with a total value of $0.9M	**16 agencies funded with a total value of $2.6M**
		Capital funding	Approved	49 agencies funded with a total value of $6.2 M	49 agencies funded with a total value of $4.0 M	37 agencies funded with a total value of $8.9M	**8 agencies funded with a total value of $0.5M**
	Directly Operated:	Street Outreach	Approved	1,250 street outreach clients offered assistance		1,500 street outreach clients offered assistance	**1,300 street outreach clients offered assistance**
		Housing Follow-up	Approved	200 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months
		Street Respite	Approved	Projection: 1,460 clients using respite (not unique individuals)		Projection: 2,400 clients using respite (not unique individuals)	**Projection: 2,500 clients using respite (not unique individuals)**
		Shelter Referrals	Approved	Projection: 6,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)
		Transition to Housing Beds	Approved	Projection: 200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)			
		Pre-employment Supports	Approved	350 pre-employment clients will be assisted	Projection: 280 pre-employment clients will be assisted	Projection: 280 pre-employment clients will be assisted	Projection: 280 pre-employment clients will be assisted
		Rent Reduction Notices to Tenants and Landlords	Approved	220,000 notices estimated for 2012	Projection: 220,000 notices estimated for 2013	Revenue Services now provide this service, with the transfer in 2013.	

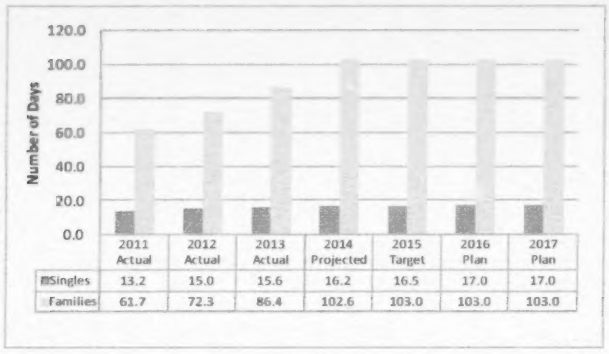
Note: Reduction in Capital funding from $8.9 million in 2014 to $0.500 million in 2015 reflects policy change in the federal Homelessness Partnering Strategy that now supports 65% funding for operating costs and 35% for capital grants.

The 2015 Service Levels are in most cases consistent with the approved 2014 Service Levels and reflect annual volume and budget adjustments with all changes highlighted in bold.

Significant changes include funding adjustments for grants to third party community agencies and changes emanating from enhanced priorities, including additional funding for drop-in services; and adjustments that increase bed night capacity significantly in Coed, Men's Women's and Youth sectors.

Service Performance

Emergency Shelter & Related Support Average Length of Stay per Admission Type



- The length of stay for singles has remained relatively stable over the years but the slight increase between 2011 and 2014 points to a dearth of affordable housing options for people with low income.
- The trend is more pronounced for low income families because it is difficult to find affordable housing that includes 2 to 3 bedrooms.

Table 7
2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	2015 Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$		%	$	%	$	%
GROSS EXP.														
Emergency Shelter & Related Support	128,124.4	133,484.4	(830.4)	132,654.0	4,529.6	3.5%	5,201.0	137,855.0	9,730.6	7.6%	1,284.4	0.9%	1,385.6	1.0%
Housing Stability Policy & Strategic Investments	43,724.2	42,547.6	(181.6)	42,365.9	(1,358.3)	(3.1%)	2,665.8	45,031.8	1,307.6	3.0%	784.9	1.7%	4.6	0.0%
Total Gross Exp.	171,848.6	176,032.0	(1,012.0)	175,020.0	3,171.4	1.8%	7,866.8	182,886.8	11,038.2	6.4%	2,069.3	1.1%	1,390.2	0.8%
REVENUE														
Emergency Shelter & Related Support	71,204.7	76,012.8	0.5	76,013.3	4,808.6	6.8%	2,701.0	78,714.2	7,509.6	10.5%	(3,385.8)	(4.3%)	0.0	0.0%
Housing Stability Policy & Strategic Investments	31,691.5	30,630.6	133.2	30,763.8	(927.7)	(2.9%)	2,590.8	33,354.6	1,663.1	5.2%	783.4	2.3%	1.7	0.0%
Total Revenues	102,896.2	106,643.4	133.6	106,777.0	3,880.8	3.8%	5,291.8	112,068.8	9,172.7	8.9%	(2,602.5)	(2.3%)	1.7	0.0%
NET EXP.														
Emergency Shelter & Related Support	56,919.7	57,471.6	(830.8)	56,640.8	(278.9)	(0.5%)	2,500.0	59,140.8	2,221.1	3.9%	4,670.3	7.9%	1,385.6	2.2%
Housing Stability Policy & Strategic Investments	12,032.7	11,917.0	(314.8)	11,602.2	(430.5)	(3.6%)	75.0	11,677.2	(355.5)	(3.0%)	1.4	0.0%	2.9	0.0%
Total Net Exp.	68,952.4	69,388.6	(1,145.7)	68,242.9	(709.5)	(1.0%)	2,575.0	70,817.9	1,865.5	2.7%	4,671.7	6.6%	1,388.5	1.8%
Approved Positions	671.1	671.1	(13.4)	657.7	(13.4)	(2.0%)	2.0	659.7	(11.4)	(1.7%)				

The 2015 Operating Base Budget for *Homeless and Housing First Solutions Service* of $182.886 million gross and $70.818 million net is $1.865 million net or 2.7% above the 2014 Net Budget.

The Homeless and Housing First Solutions Service helps people who are homeless or at risk of homelessness find and keep housing, and to provide emergency accommodation and related support services.

The service includes 2 activities which are discussed as below:

The **Emergency Shelter & Related Support activity** is $137.855 million gross and $59.141 million net is $2.221 million or 3.9% over the 2014 Approved Budget.

- Base budget pressures of $2.360 million net are primarily due to the annualized impact of the 30 bed women's shelter approved in 2014; inflationary increases for salary and benefits and non-payroll expenditures as well as revenue reduction of $0.430 million, reflecting the first year of the phasing out of client maintenance fees to harmonize the user fee policy in shelters across the City.

- The above base budget pressures were partially offset by base budget reductions and service efficiencies of $0.799 million approved to mitigate the base pressures, including savings of $0.226 million from a line-by-line review based on historical spending patterns; as well as savings of $0.573 million from the reduction of 4.7 positions through a realignment of the reporting structure in the City operated shelters.

- The 2015 Approved Operating Budget for Emergency Shelter includes funding for 10 Enhanced Services of $7.867 million gross, $2.575 million net, with $5.292 million in funding from the Community Homelessness Prevention Initiative (CHP) and the balance funded by the City. This new funding allows the Program to increase bed night capacity in the shelter system by 57,158 bed nights, as well as to provide funding for additional supports for the homeless and those at risk. Please see pages 14-16 for a discussion on the approved enhanced service priorities.

- Approval of the 2015 Approved Operating Budget will result in known impacts of $4.671 million in 2016 and $1.389 million in 2017, primarily resulting from the reversal of one-time CHPI funding in 2016 and ongoing annual salary and benefit increases for step and progression pay.

The **Housing Stability Policy & Strategic Investments activity** is $45.032 million gross and $11.677 million net is $0.356 million or 3.0% lower than the 2014 Approved Budget.

- The reduction in the net of $0.356 million primarily results from savings of $0.342 million, reflecting the reduction of 8.7 positions.

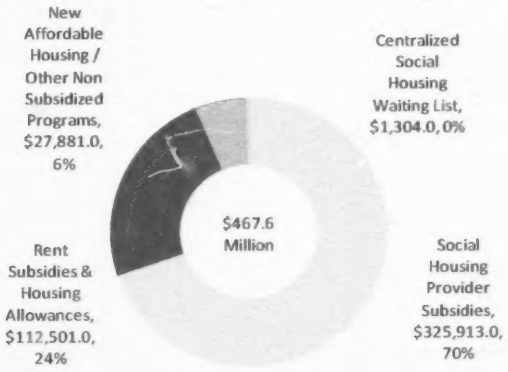
Social Housing System Management

Social Housing System Management
Manage New Affordable Housing/Other Non Subsidized Programs
Manage Rnst Subsidies & Housing Allowances
Manage Centralized Social Housing Waiting List
Manage Social Housing Provider Subsidies

What We Do

- Administer contracts of the 240 community housing providers, including City-owned Toronto Community Housing.
- Fund the rent subsidies and housing allowances paid to housing providers as required under the Housing Services Act
- Manage the centralized wait list for Social Housing
- Administer the funding for new affordable housing construction

2015 Service Budget by Activity ($000s)


New Affordable Housing / Other Non Subsidized Programs, $27,881.0, 6%
Centralized Social Housing Waiting List, $1,304.0, 0%
$467.6 Million
Rent Subsidies & Housing Allowances, $112,501.0, 24%
Social Housing Provider Subsidies, $325,913.0, 70%

Service by Funding Source ($000s)

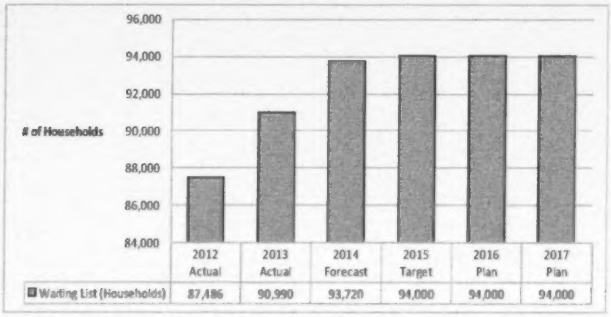
2015 Service Levels
Social Housing System Management

Activity	Type	Sub-Type	Status	Approved Service Levels 2012	2013	2014	Approved 2015
Manage Social Housing Provider Subsidies	Co-op Housing Subsidy		Approved	funding for 7,448 units in 68 providers for a total value of $56.3 M	funding for 7,448 units in 68 providers for a total value of $57.7 M	funding for 7,429 units in 68 providers for a total value of $52.7 M	**funding for 7,429 units in 68 providers for a total value of $55.4 M**
	Non-Profit Housing Subsidy		Approved	funding for 19,756 units in 157 providers for a total value of $117.8 M		funding for 20,801 units in 156 providers for a total value of $112.7 M	**funding for 20,356 units in 156 providers for a total value of $111.2 M**
	Municipal Corporation Housing Subsidy (TCH)		Approved	funding for 58,138 units in 1 provider for a total value of $311.5 M	funding for 59,753 units in 1 provider for a total of $312.9 M	funding for 58,925 units in 1 provider for a total value of $251.1 M	**funding for 59,148 units in 1 provider for a total value of $233.1 M**
Manage Centralized Social Housing			Approved	80,955 people	83,681 Households	88,891 Households	**95,732 Households**
Manage Rent Subsidies and Housing Allowances	Rent Supplements	Private Landlords	Approved	funding for 2,771 units for a total value of $24.0 M	funding for 2,685 units for a total value of $24.0 M	funding for 2,671 units for a total value of $24.4 M	**funding for 2,602 units for a total value of $24.9 M**
		Non-Profit Housing	Approved	funding for 951 units for a total value of $8.7 M	funding for 976 units for a total value of $8.7 M	funding for 974 units for a total value of $8.7 M	**funding for 917 units for a total value of $8.8 M**
	Housing Allowances	Private Landlords	Approved	funding for 1,087 units for a total value of $4.3 M	funding for 868 units for a total value of $.72 M	Program ended in 2013	Program ended in 2013
		Non-Profit Housing	Approved	funding for 146 units for a total value of $0.354 M * STRSP allowances are provided to market households in units already counted under Non-Profit units of administration.	funding for 141 units for a total value of $0.07 M. * STRSP allowances are provided to market households in units already counted under Non-Profit units of administration.	Program ended in 2013	
Manage New Affordable Housing & Other Non Subsidized Programs	Privately Owned		Approved	15 Contracts administered totalling 1,910 units	16 Contracts administered totalling 1,891 units	17 Contracts administered totalling 2,039 units	**16 Contracts administered totalling 1,921 units**
	Non-Profit Owned		Approved	45 Contracts administered totalling 2,253 units	48 Contracts administered totalling 1,000 units	50 Contracts administered totalling 1,042 units	**50 Contracts administered totalling 1,005 units**
	Affordable Home Ownership		Approved	5 Contracts administered totalling 572 units	5 Contracts administered totalling 582 units	5 Contracts administered totalling 582 units	**13 Contracts administered totalling 1,200 units**

Note : TCH subsidy will drop from $251.1 million in 2014 to $233.1 million in 2015 that recognizes the tax exempt status of TCH properties that were declared Municipal Housing Capital Facilities (approved as part of 2014 budget process).
Affordable Housing service levels increase from 582 to 1,200 units to reflect the additional funding available through Investment in Affordable Housing for Ontario Program (2015-2020).

Service Performance

Centralized Social Housing Waiting List Number of Households on the Social Housing Wait List



- Although the wait list trend has been steadily rising, recent announcements from the Provincial and Federal Governments will improve access to affordable housing.
- The extension of the Investment in Affordable Housing Program (IAH) until 2020 will help provide housing that is safe, sound, suitable and sustainable for households in need. The programs funded by this revenue source could have a positive impact on the wait list rate of growth.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	2015 Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Social Housing Provider Subsidies	331,770.4	325,884.2	(4.1)	325,880.1	(5,890.3)	(1.8%)	33.1	325,913.2	(5,857.2)	(1.8%)	5,940.8	1.8%	4,692.3	1.4%
Rent Subsidies & Housing Allowances	113,566.6	112,470.7	(2.6)	112,468.1	(1,098.5)	(1.0%)	33.1	112,501.2	(1,065.3)	(0.9%)	1,683.8	1.5%	1,325.8	1.2%
New Affordable Housing/Other Non Subsidized Programs	28,909.6	27,851.2	(2.6)	27,848.6	(1,061.0)	(3.7%)	33.1	27,881.7	(1,027.9)	(3.6%)	11.4	0.0%	3.2	0.0%
Centralized Social Housing Waiting List	1,289.1	1,304.2		1,304.2	15.1	1.2%		1,304.2	15.1	1.2%		0.0%	0.0	0.0%
Total Gross Exp.	475,535.6	467,510.3	(9.3)	467,501.0	(8,034.7)	(1.7%)	99.3	467,600.3	(7,935.3)	(1.7%)	7,636.0	1.6%	6,021.3	1.3%
REVENUE														
Social Housing Provider Subsidies	240,620.0	126,805.1	19,995.1	146,800.1	(93,819.8)	(39.0%)	33.1	146,833.3	(93,786.7)	(39.0%)	(56,847.1)	(38.7%)	(11,580.5)	(12.9%)
Rent Subsidies & Housing Allowances	79,387.7	76,417.0	5,638.8	82,055.8	2,668.1	3.4%	33.1	82,088.9	2,701.2	3.4%	(15,971.0)	(19.5%)	(3,266.3)	(4.9%)
New Affordable Housing/Other Non Subsidized Programs	26,964.3	26,022.8	(1.1)	26,021.7	(942.6)	(3.5%)	33.1	26,054.8	(909.5)	(3.4%)	11.0	0.0%	0.0	0.0%
Centralized Social Housing Waiting List														
Total Revenues	346,972.0	229,244.9	25,632.8	254,877.7	(92,094.3)	(26.5%)	99.3	254,977.0	(91,995.0)	(26.5%)	(72,807.1)	(28.6%)	(14,846.7)	(8.1%)
NET EXP.														
Social Housing Provider Subsidies	91,150.4	199,079.1	(19,999.1)	179,080.0	87,929.5	96.5%		179,080.0	87,929.5	96.5%	62,787.7	35.1%	16,272.8	6.7%
Rent Subsidies & Housing Allowances	34,178.8	36,053.7	(5,641.4)	30,412.3	(3,766.6)	(11.0%)		30,412.3	(3,766.6)	(11.0%)	17,654.8	58.1%	4,592.1	9.6%
New Affordable Housing/Other Non Subsidized Programs	1,945.2	1,828.4	(1.5)	1,826.9	(118.4)	(6.1%)		1,826.9	(118.4)	(6.1%)	0.5	0.0%	3.1	0.2%
Centralized Social Housing Waiting List	1,289.1	1,304.2		1,304.2	15.1	1.2%		1,304.2	15.1	1.2%		0.0%	0.0	0.0%
Total Net Exp.	128,563.6	238,265.4	(25,642.1)	212,623.3	84,059.6	65.4%		212,623.3	84,059.6	65.4%	80,443.1	37.8%	20,868.0	7.1%
Approved Positions	47.5	47.5		47.5			1.0	48.5	1.0	2.1%				

The 2015 Operating Base Budget for *Social Housing System Management* of $467.600 million gross and $212.623 million net is $84.060 million or 65.4% over the 2014 Approved Net Budget.

The ***Social Housing System Management Service*** manages the social housing programs in the City of Toronto to ensure the ongoing viability of existing social housing and to improve the quality of life for tenants.

The service includes 4 activities, with significant changes to 2 of the activities that are highlighted below:

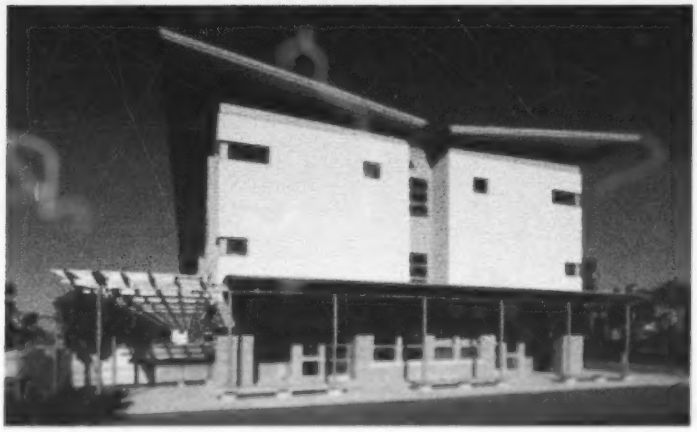
The **Social Housing Provider Subsidies activity** of $325.913 million gross and $179.080 million net is $87.930 million net or 96.5% over the 2014 Approved Net Budget.

- This increase reflects the loss of Provincial/ Federal funding of $85.018 million, including the Housing Provincial Funding loss of $75.960 million and the loss of Federal funding of $9.058 million due to operating agreement expiries on properties under administration.
- Other base pressures include the additional cost factor indexing of $2.152 million required for the 2015 subsidy increase to social housing providers, as determined by the Provincially supplied index factors, which have been mitigated by the elimination of the remaining portion of the TCH garbage subsidy to TCH of $2.480 million.

The **Rent Subsidies & Housing Allowances activity** of $112.501 million gross and $30.412 million net is $3.766 million or 11.0% lower than the 2014 Approved Net Budget. The reduction in the net is primarily due to a reduction in the budget to reflect actual spending.

- The 2016 and 2017 Plan for the Social Housing Management Service includes an increase of $80.443 million in 2016 and $20.868 million in 2017. Year 2016 includes year-3 of the Housing Provincial Funding loss of $37.980 million, and the reversal of the 2015 reserve draw of $25.640 million. As well, the Plans for 2016 and 2017 include the annual indexing of the subsidy to housing providers to be in compliance with the Housing Services Act, with $7.669 million required in 2016 and $6.542 million in 2017. To maintain 2015 service levels, the City must fund the loss in Federal funding of $8.964 million in 2016 and $14.294 million in 2017 from the expiry of operating agreements on properties under administration.

- The 2015 Operating Budget includes new funding of $0.099 million for 1 administrative position to support performance management and staff development.



Shelter Support and Housing Administration

2015 – 2024 Capital Budget and Plan Overview

Shelter, Support and Housing Administration (SSHA) is responsible for maintaining the City's 16 owned and operated/ leased facilities in a state of good repair for the delivery of shelter services.

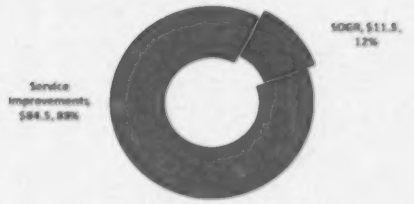
The 10-Year Plan includes funding to complete a feasibility study and examine redevelopment options, including financing details for the George Street Revitalization project (GSR), a joint initiative of LTCHS and SSHA for the redevelopment of George Street to replace and reconfigure existing facilities, including Seaton House with a joint facility. The redevelopment proposals will be presented to Council for approval in 2015.

Funding of $61.451 million is included towards the estimated cost of redevelopment of the shelter component of the GSR project, pending Council approval in the fall of 2015.

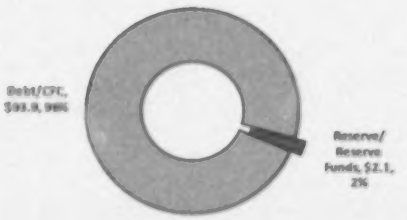
A total of $11.5 million is allocated to the SOGR capital program to support major maintenance or infrastructure upgrade requirements in the 16 shelter sites..

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

The 2014, Shelter, Support and Housing Administration accomplished the following:

- ✓ Engaged the services of a project manager to assist in the development of a detailed plan to support the feasibility analysis and provide project costing that will inform Council on the status of the George Street Revitalization project;
- ✓ Completed SOGR projects at various shelter facilities, including:
  - ➢ Roof replacement at Robertson House;
  - ➢ Shelter wide back-up generator upgrades;
  - ➢ Security enhancements at the Family Residence and Streets to Homes Assessment and Referral Center (SHARC);
  - ➢ Access for Ontarians with Disabilities (AODA) upgrades at the Robertson House and Family Residence; and,
  - ➢ Ventilation upgrades at SHARC.

Key Challenges & Priority Actions

Seaton House/ George Street Revitalization (GSR): The Seaton House Shelter (built in 1959) is in critical need of redevelopment due to the building's aging condition and the difficulty of providing appropriate emergency shelter programming arising from limitations inherent in the structure of the facility.

- ✓ 10-Year Capital Plan includes funding for project management services for the GSR project to develop options, project plan, cost estimates and financing options to replace and reconfigure existing facilities, including Seaton House Shelter and a long term care home, with a joint co-located facility with a full report expected in the fall of 2015.
- ✓ Funding of $61.451 million is included towards the estimated cost of redeveloping the shelter component of the George Street Revitalization project.

Improving SOGR Capital Maintenance Delivery: Historically, the Program has faced challenges coordinating SOGR needs, as the delivery of upgrades in the 16 shelter sites was dependant on the shelter managers.

- ✓ SSHA has partnered with Facilities Management, to improve the coordination and delivery of capital upgrades by maximizing the use of Facilities Management resources.
- ✓ $11.500 million is provided to support the Program's ongoing major maintenance requirements and support major infrastructure upgrades to electrical and mechanical systems, foundation repairs, HVAC replacements, security systems, roof repairs and window and door replacements in the City's shelters.

2015 Capital Budget Highlights

The 2015 Capital Budget for SSHA of $7.237 million, including carry forward funding, will:

- Provide $1.360 million to continue the capital maintenance program for the ongoing repairs in the City's 16 shelter sites.

  Provide $5.877 million to acquire properties on George Street, and to complete a feasibility study and examine redevelopment options, including financing details for the George Street Revitalization project

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)

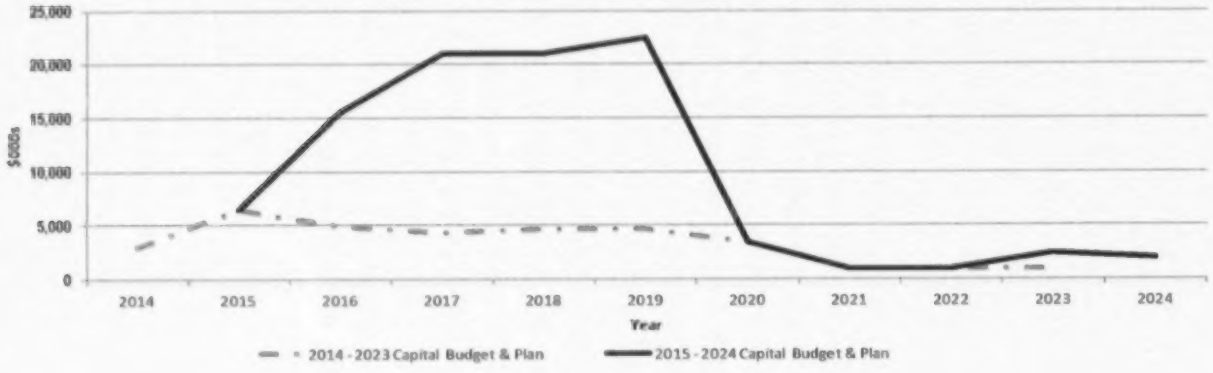


Table 1

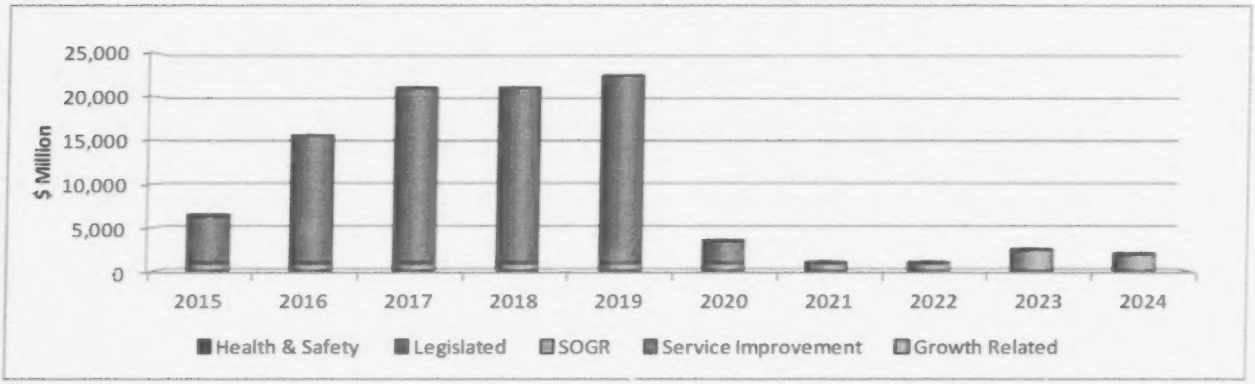
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
State of Good Repair													
Capital Repairs Leased Buildings	N/A	100	100	100	100	100	100	100	100	300	272	**1,372**	1,372
Capital Repairs City Operated	N/A	800	800	800	800	800	800	800	800	2,100	1,628	**10,128**	10,128
Sub-Total		**900**	**900**	**900**	**900**	**900**	**900**	**900**	**900**	**2,400**	**1,900**	**11,500**	**11,500**
Service Improvements													
George Street Revitalization - Planning and Project Mangement	9,761	5,484	3,927	3,692	3,692	3,692	2,524					**23,011**	32,772
Seaton House Redevelopment			10,714	16,440	16,440	17,857						**61,451**	61,451
Sub-Total		**5,484**	**14,641**	**20,132**	**20,132**	**21,549**	**2,524**					**84,462**	**94,223**
Total Expenditures by Category		**6,384**	**15,541**	**21,032**	**21,032**	**22,449**	**3,424**	**900**	**900**	**2,400**	**1,900**	**95,962**	**105,723**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects projects; eg. George Street Project Revitalization*

Chart 2

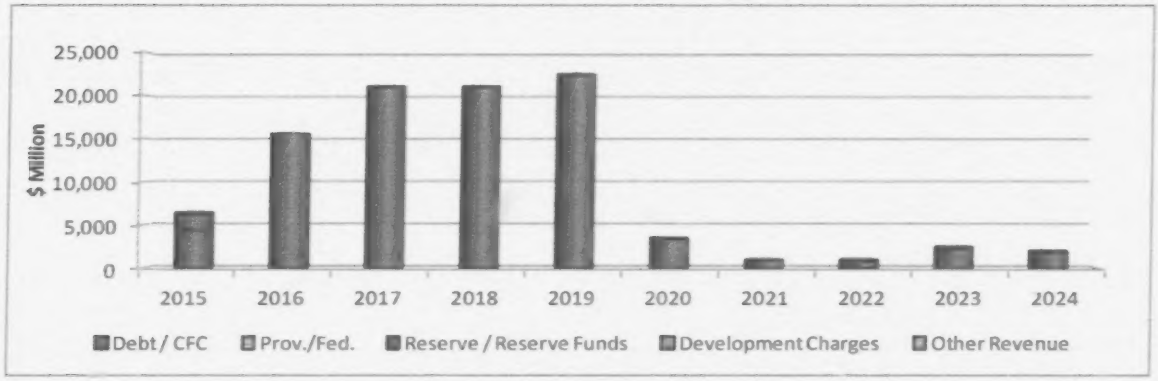
2015 – 2024 Capital Plan by Project Category (In $000s)



- As illustrated in the chart above, the 10-Year Capital Plan for Shelter, Support and Housing Administration of $95.962 million predominately provides funding for Service Improvement projects, which represent $84.462 million or 88% of total funding over the 10-year period.
- The increased level of funding for the Service Improvement projects s: ports the Program's objective to redevelop the ageing Seaton House shelter facility. The redeveloped facility may form part of an integrated co-located facility that will include a men's shelter, a long term care home and a community hub, with any surplus land available for affordable housing initiatives. This redevelopment is subject to the outcome of a feasibility study currently underway, with results of the study, including the redevelopment options, firm project costs and financing details, will be included in a report due in the fall of 2015.
- State of Good Repair projects account for the remaining $11.500 million or 12% of total funding directed at providing the ongoing capital maintenance of the City's 16 facilities in which Shelter Services are provided.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



2015 – 2024 Capital Projects

The 10-Year Capital Plan supports Shelter Support and Housing Administration's priority to redevelop the aging Seaton House shelter to include supportive and affordable housing initiatives that align with the Council approved HOT Framework, and provides funding for SOGR maintenance for the City's 16 owned and leased shelter facilities.

State of Good Repair (SOGR)

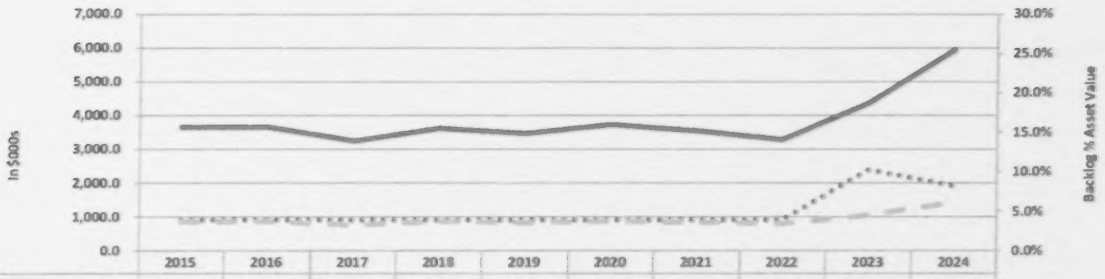
- The 10-Year Plan provides funding of $11.500 million for SOGR maintenance in the 16 City owned and leased facilities. Funding will provide HVAC, electrical, mechanical and safety upgrades, window, roof and floor replacements and other general repairs.

Service Improvement

- Service Improvement projects, aimed at the redevelopment of Seaton House and the George Street Redevelopment initiative are comprised of 2 projects, the George Street Revitalization project and Seaton House Redevelopment project.
  - The *George Street Revitalization* project of $23.011 million provides funding for project management costs to enable the development of options for the proposed joint George Street redevelopment initiative, preparation of project plans including cost estimates and financing details as well as architectural drawings with a proposed approach for construction be presented to Council in the fall of 2015 for consideration.

The *Seaton House Redevelopment* project includes funding of $61.451 million as the estimated cost of redeveloping the shelter component of the potential integrated facility at George Street. These costs are included as estimates only, and are subject to adjustment following a fulsome report that will be submitted to Committee and Council in the fall of 2015

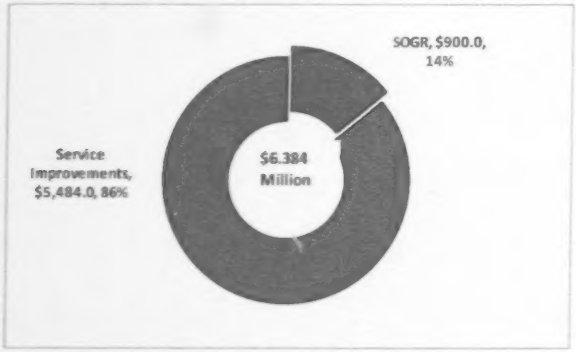
Chart 4
SOGR Funding & Backlog (In $000s)



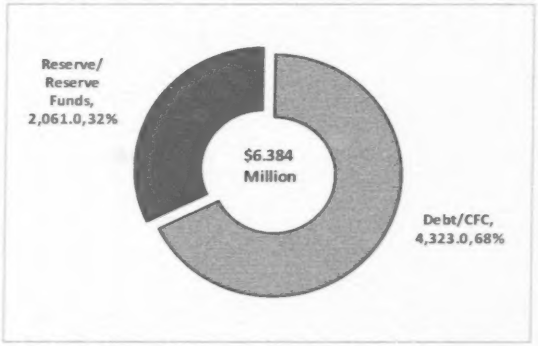
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	900.0	900.0	900.0	900.0	900.0	900.0	900.0	900.0	2,400.0	1,900.0
Accumulated Backlog Est.	3,636.0	3,638.0	3,244.0	3,627.0	3,480.0	3,713.0	3,542.0	3,291.0	4,370.0	5,949.0
Backlog % of Asset Value	3.7%	3.7%	3.3%	3.7%	3.5%	3.8%	3.6%	3.4%	4.5%	6.1%

- SSHA is responsible for maintaining 16 of the City's facilities, including 12 shelter sites; 1 administrative site, 2 social housing sites; and 1 assessment and referral centre, with an asset replacement value of $98.103 million, and 7 of these sites are leased to operators and 9 are managed by the City.
- The 10-Year Capital Plan dedicates consistent funding of $0.900 million annually in each of the years 2015 – 2022 for the State of Good Repair work at 16 City-owned and leased shelter facilities. Additional funding has been provided in 2023 and 2024 to fund upgrades to Family Residence and Fort York shelters.
- Based on the most recent Facilities Management assessment and maintenance plan, the Program has established that its 2015 SOGR maintenance backlog for these facilities is $3.972 million, or 4.0% of the Program's asset replacement value. As the Seaton House Shelter is scheduled for demolition, maintenance projects for this shelter are not included in the backlog.
- The backlog averages $3.521 million or 3.6% of the asset value for the 2015 – 2022 period. The backlog increases to $5.949 million or 6.1% of the asset value at the end of 2024, reflecting the need to defer washroom upgrades and roof repairs at the Fort York Shelter and Family Residence beyond the 10 year period, due to affordability.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $000s)



The 2015 Capital Budget, excluding funding carried forward from 2014 into 2015, requires cash flow funding of $6.384 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

- *State of Good Repair (SOGR) ($0.900 million, 14%)*
  - Funding is provided to continue the State of Good Repair work in the City's 16 owned and leased shelter facilities.
- *Service Improvements ($5.484 million, 86%)*
  - Funding required to acquire the remaining parcels of land as well as to complete a feasibility study and examine redevelopment options for the George Street Revitalization Project (GSR).

The 2015 Capital Budget is financed primarily by:

- *Debt ($4.323 million, 68%)*
  - Funding required for the Capital Repairs/ Replacement SOGR program and the George Street Revitalization project.
  - The debt target has been increased from the initital debt target to accommodate the estimated funding for the GSR project.
- *Reserve and Reserve Funds ($2.061 million, 32%)*
  - Reserve Fund financing is required to partially fund the *George Street Revitalization initiative*.
- *Reserve and Reserve Funds ($69.8 million, 21.0%)*

Toronto Employment and Social Services

2015 OPERATING BUDGET OVERVIEW

Toronto Employment and Social Services (TESS) provides employment services, financial assistance and social supports to Torontonians to strengthen their social and economic well-being in their communities.

(in $000's)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	1,172,327.6	1,113,171.2	(59,156.4)	(5.0%)
Gross Revenues	999,963.3	961,823.7	(38,139.6)	(3.8%)
Net Expenditures	**172,364.3**	**151,347.5**	**(21,016.8)**	**(12.2%)**

Savings from the reduction in the Ontario Works (OW) caseload and the upload of OW financial benefits, provides the offsets for Program base budget pressures, primarily resulting from inflationary increases in salary and non-payroll expenses, provincial policy and rate changes and the accelerated loss in Provincial funding assistance.

2015 Operating Budget Overview

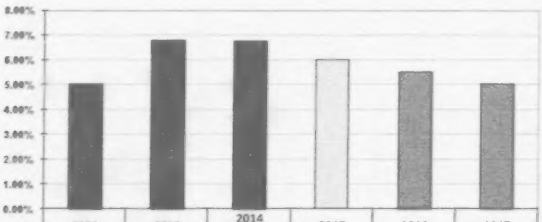
Toronto Employment and Social Services (TESS) provides employment services, financial assistance and social supports to Torontonians to strengthen their social and economic well-being in their communities.

Fast Facts

- TESS is the 3rd largest social assistance (SA) delivery system in Canada with 19 Employment Centres (EC).
- Assisted 240,000 people, 1 in 10 Torontonians.
- Assessed 55,000 applications for OW.
- Assisted 26,000 OW clients find work.
- 245,000 clients visited Employment Centres.
- 46,500 participants are enrolled in employment readiness programs.
- Over 60% of OW clients identified multiple barriers to employment and less than 50% have Canadian work experience.

Trends:

Job Retention Percetange



- In 2013 and 2014, 6.8% of new OW cases had previously left OW for employment.
- The percentage of clients that return to OW after leaving for employment will steadily decline over the next three years due to a range of responsive employment service strategies available to OW clients that will allow them to realize their career goals and transition to sustainable employment.

2014 Key Service Accomplishments

In 2014, Toronto Employment and Social Services accomplished the following:

- Managed an average monthly caseload of 92,500;
- Processed 55,000 applications for Ontario Works;
- Managed the ongoing eligibility for financial assistance for 165,000 families and single Torontonians;
- Ensured high quality employment service plans were in place for all clients and assisted 26,000 residents find employment;
- Provided consultation and support for 245,000 visits to Employment Centres (EC) across the City;
- Developed and implemented a formalized employment benefits and services planning framework that refocused and realigned benefits and services to better support jobseekers at all distances from the labour market. An RFP for contracted services aligned to the new planning framework was issued and contracts were signed with a number of external agencies;
- Advanced the City's Workforce development Strategy by continuing to develop employment plans for city initiatives, working with employers across sectors and with other City divisions, notably Economic Development & Culture;
- Continued to strengthen relationships with employers through sector-specific training, employment, and recruitment strategies, by enhancing and expanding existing programs to support small businesses and entrepreneurs and by improving coordination in employer engagement at the service system level;
- Continued to work with the Province, notably the Ministry of Community and Social Services (MCSS), the Ministry of Training Colleges and Universities (MTCU) and the Ministry of Citizenship and Immigration (MCI), to support workforce development in Toronto. This work focused on addressing client needs, improving service coordination, and building staff capacity;
- Established a Workforce Development Leadership Table, bringing together government, employers, community organizations and other stakeholders to advance a streamlined, responsive and coordinated workforce development system in Toronto
- Processed 45,000 payments from the Housing Stabilization Fund (HSF) to meet the emergency housing need of Torontonians on social assistance (Ontario Works and Ontario Disability Support Program). Implemented the key recommendations from the Council Report "2013 Year-End Report on Housing Stabilization Fund" to streamline and improve access, to Improve consistency of delivery and to ensure timely and transparent decisions;
- Provided medical benefits to eligible social assistance recipients and low income residents;
- Conducted a large scale client need and client satisfaction survey;
- Established a client service representative function in every service location and reviewed and revised client service protocols/standards to ensure consistent customer service across all service locations;
- Promoted customer service excellence through engagement processes, including establishing mechanisms to consult clients and stakeholders in major divisional projects/initiatives (e.g Social Assistance Management System (SAMS));
- Planned and coordinated the implementation of the Social Assistance Management System (SAMS), the replacement system to Service Delivery Model Technology (SDMT), ensuring business continuity throughout the process. Clients and stakeholders were engaged and over 2,700 TESS and City staff were trained and prepared for the implementation of the new system in November;

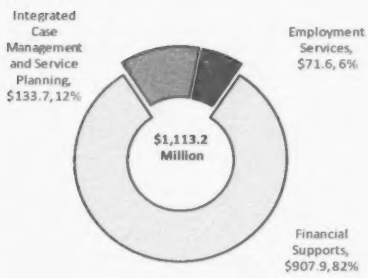
- Initiated a review of the service delivery model (SDM), and developed options for redesigning/adjusting specific SDM functions (to capitalize on Social Assistance Management System (SAMS) opportunities), roles, activities;
- Implemented a new divisional administrative structure and supporting processes to strengthen service management, service delivery, and accountability;
- Developed a long-term Human Resource, Talent and Succession Management Plan;
- Advanced City & Cluster A service integration approaches by establishing a longer term vision for service integration within Cluster A, establishing common service counters in City service locations (a second joint location with Children Services in the north east section of the city) and refining and improving service delivered through existing common counters including further integration of staff roles;
- Implemented a comprehensive stakeholder advisory process focusing on Ontario Works clients, Employers, and Community Agencies.
- Coordinated the City's third annual Workforce Development Week. The event showcased the broad range of workforce development activities that take place throughout the year, promoted participation in a variety of initiatives and highlighted successful outcomes.

Our Service Deliverables for 2015

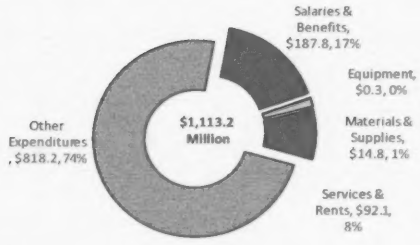
- TESS has established the following service deliverables for 2015:
- Manage an average monthly caseload of 93,500;
- Process 55,000 applications for OW and manage the ongoing eligibility for financial assistance for 172,500 families and singles;
- Ensure high quality employment service plans are in place for all clients;
- Assist 28,000 unemployed City residents find and/or sustain employment;
- Provide medical benefits to eligible social assistance and low income Toronto residents;
- Continue to advance the City's Workforce Development Strategy, including:
  - The development of a Youth Employment Strategy
  - Expanding the Partnership to Advance Youth Employment (PAYE)
  - Supporting the employment objectives of other key City strategies such as the Seniors Strategy, Newcomer Strategy and the Youth Equity Strategy
- Transform TESS' service delivery model to better support OW clients transition to employment, improve service and realize operational efficiencies.

Where the money goes:

2015 Budget by Service
$1,125.0 Million

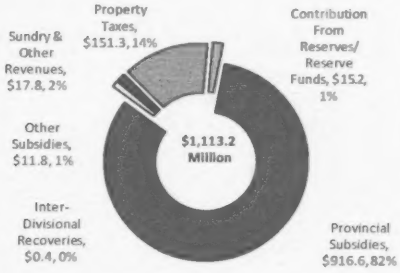

Integrated Case Management and Service Planning, $133.7, 12%
Employment Services, $71.6, 6%
$1,113.2 Million
Financial Supports, $907.9, 82%

2015 Budget by Expenditure Category


Salaries & Benefits, $187.8, 17%
Equipment, $0.3, 0%
Materials & Supplies, $14.8, 1%
Services & Rents, $92.1, 8%
Other Expenditures, $818.2, 74%
$1,113.2 Million

Where the money comes from:

2015 Budget by Funding Source


Property Taxes, $151.3, 14%
Contribution From Reserves/ Reserve Funds, $15.2, 1%
Sundry & Other Revenues, $17.8, 2%
Other Subsidies, $11.8, 1%
$1,113.2 Million
Inter-Divisional Recoveries, $0.4, 0%
Provincial Subsidies, $916.6, 82%

Our Key Challenges & Priority Actions

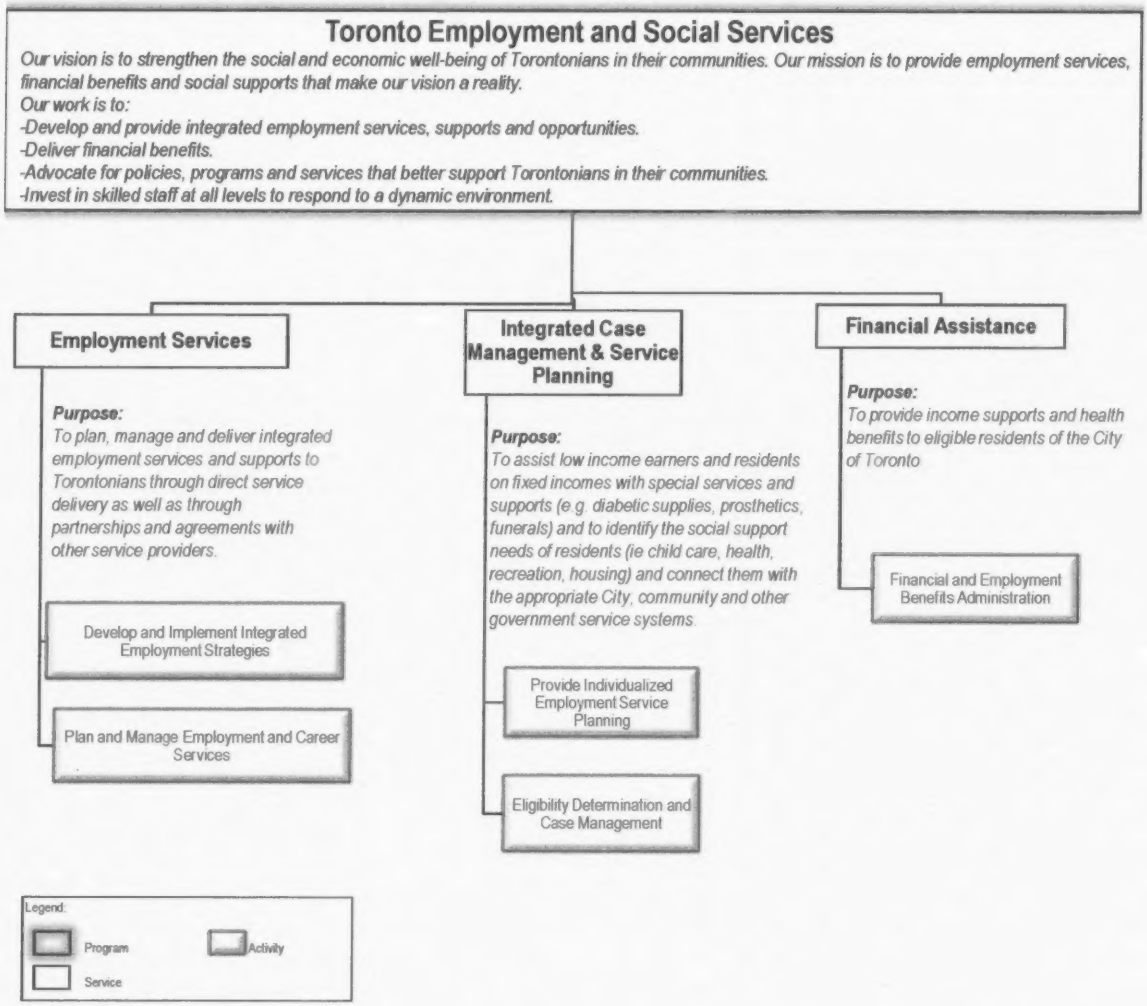
- **Increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment.**
  - The 2015 Operating Budget includes $1.889 million in increased employment supports for OW recipients.
  - Continue to advance the City's Workforce Development Strategy by connecting job seekers to employers and job opportunities arising from local and City-wide initiatives.
  - Continue to improve the design and delivery of employment services and access to employment opportunities for social assistance recipients, including residents from disadvantaged groups (eg youth, newcomers, older workers and those with disabilities).
  - Utilize the new provincial Employment Related Benefit program to better meet the employment service needs of social assistance recipients.
  - Work with employers to expand the Partnership to Advance Youth Employment (PAYE) model.
- **Potential impacts of the ongoing implementation of the new provincial social assistance delivery technology, Social Assistance Management System (SAMS):**
  - TESS will continue to work with the Province and other municipalities to develop strategies and prioritize actions to improve SAMS functionality and address critical deficiencies.

2015 Operating Budget Highlights

- The 2015 Operating Budget for Toronto Employment and Social Services of $151.348 million net is $21.017 million or 12.2% lower than the 2014 Approved Budget and will enable the Program to maintain the 2014 service levels as well as:
  - Advance the City's Workforce Development strategy;
  - Provide increased funding for employment services;
  - Manage an average monthly caseload of 93,500;

Provide financial and employment benefits for 172,500 families and singles

Program Map


Toronto Employment and Social Services
Our vision is to strengthen the social and economic well-being of Torontonians in their communities. Our mission is to provide employment services, financial benefits and social supports that make our vision a reality.
Our work is to:
-Develop and provide integrated employment services, supports and opportunities.
-Deliver financial benefits.
-Advocate for policies, programs and services that better support Torontonians in their communities.
-Invest in skilled staff at all levels to respond to a dynamic environment.
Employment Services
Purpose:
To plan, manage and deliver integrated employment services and supports to Torontonians through direct service delivery as well as through partnerships and agreements with other service providers.
Develop and Implement Integrated Employment Strategies
Plan and Manage Employment and Career Services
Integrated Case Management & Service Planning
Purpose:
To assist low income earners and residents on fixed incomes with special services and supports (e.g. diabetic supplies, prosthetics, funerals) and to identify the social support needs of residents (ie child care, health, recreation, housing) and connect them with the appropriate City, community and other government service systems.
Provide Individualized Employment Service Planning
Eligibility Determination and Case Management
Financial Assistance
Purpose:
To provide income supports and health benefits to eligible residents of the City of Toronto
Financial and Employment Benefits Administration
Legend:
Program
Activity
Service

Service Customer

Employment Services

- Low income Toronto Residents
- Unemployed & under-employed Toronto Residents
- Ontario Works (OW) Program Recipients and Adult Dependants
- Ontario Disability Support Program (ODSP) Program Recipients and Adult Dependants
- Community Agencies and Networks
- Employers
- Provincial Ministries (Ministry of Community & Social Services, Ministry of Training, Colleges and Universities, Ministry of Citizenship and Immigration)
- Service Canada
- Other City divisions / Agencies

Financial Assistance

- Ontario Works (OW) Program Participants and Dependants
- Ontario Disability Support Program (ODSP) Program Participants and Dependants
- Ministry of Community & Social Services

Social Supports

- Low-Income Residents, including seniors and youth
- Ontario Works (OW) Program Participants and Dependants
- Ontario Disability Support Program (ODSP) Program Participants and Dependants
- Ministry of Community & Social Services
- Other City divisions / Agencies
- Community Agencies

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget			2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget			2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Employment Services											
Gross Expenditures	71,864.2	64,396.8	71,076.3	490.5	71,566.8	(297.4)	(0.4%)	207.7	0.3%	301.5	0.4%
Revenue	50,966.5	45,914.4	52,023.7	290.5	52,314.2	1,347.7	2.6%	476.7	0.9%	584.4	1.1%
Net Expenditures	20,897.7	18,482.4	19,052.5	200.0	19,252.5	(1,645.2)	(7.9%)	(269.0)	(1.4%)	(282.9)	(1.5%)
Financial Supports											
Gross Expenditures	957,410.2	864,296.5	907,769.7	166.0	907,935.7	(49,474.5)	(5.2%)	(2,035.1)	(0.2%)	(2,128.3)	(0.2%)
Revenue	864,042.5	778,392.4	827,511.5	140.0	827,651.5	(36,391.0)	(4.2%)	10,203.4	1.2%	23,455.6	2.8%
Net Expenditures	93,367.7	85,904.1	80,258.3	26.0	80,284.3	(13,083.4)	(14.0%)	(12,238.4)	(15.2%)	(25,583.8)	(37.6%)
Integrated Case Management and Service Planning											
Gross Expenditures	143,053.2	129,140.5	132,349.2	1,319.5	133,668.7	(9,384.5)	(6.6%)	752.9	0.6%	1,081.5	0.8%
Revenue	84,954.3	76,533.0	80,538.5	1,319.5	81,858.0	(3,096.3)	(3.6%)	340.6	0.4%	626.4	0.8%
Net Expenditures	58,098.9	52,607.5	51,810.8	-	51,810.8	(6,288.1)	(10.8%)	412.3	0.8%	455.1	0.9%
Total											
Gross Expenditures	1,172,327.6	1,057,833.8	1,111,195.2	1,976.0	1,113,171.2	(59,156.4)	(5.0%)	(1,074.4)	(0.1%)	(745.2)	(0.1%)
Revenue	999,963.3	900,839.8	960,073.6	1,750.0	961,823.6	(38,139.7)	(3.8%)	11,020.7	1.1%	24,666.4	2.5%
Total Net Expenditures	172,364.3	156,994.0	151,121.5	226.0	151,347.5	(21,016.8)	(12.2%)	(12,095.1)	(8.0%)	(25,411.6)	(18.2%)
Approved Positions	2,151.5	2,065.0	2,066.0	25.0	2,091.0	(60.5)	(2.8%)				

The 2015 Operating Budget for Toronto Employment and Social Services is $1,113.171 million gross and $151.348 million net which is $21.016 million or 12.2% lower than the 2014 Budget of $172.364 million net due to the following:

- Base expenditure changes of $7.702 million are primarily attributable to salary and non-salary inflationary increases and the impact of provincial policy and rate changes which have been offset by savings in OW caseload and elimination of contribution to reserve funds no longer required.
- The other base adjustments include revenue changes of $11.891 million from provincial uploading of costs that have been reduced by the accelerated loss in Provincial funding assistance, as highlighted on age 31.
- The 2016 and 2017 Plans reflect inflationary increases for salary related and non-payroll expenditures. The 2016 Plan includes the operating pressure resulting from the final year of the accelerated loss in Provincial funding assistance (Please refer to page 31 for further details). The base pressures are expected to be more than offset by reduced OW benefit costs from the continuing provincial uploading and reduced contributions to the NCBS reserve fund. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

Approval of the 2015 Operating Budget will result in Toronto Employment and Social Services reducing its total staff complement by 60.5 positions, across all services, from 2,151.5 to 2,091.0, as highlighted in the table below:

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total Appr'd Service			Incremental Change			
	Employment Services		Financial Supports		Integrated Case Management and Service Planning		$'s	$'s	Position	2016 Plan		2017 Plan	
	Gross	Net			Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
Additional Staff to Manage SAMS Issues	290.5		140.0		1,319.5		1,750.0		25.0				
Poverty Reduction - Employment Program	200.0	200.0					200.0	200.0					
Poverty Reduction - Hardship Funding Inflationary Increase			26.0	26.0			26.0	26.0					
Sub-Total	490.5	200.0	166.0	26.0	1,319.5		1,976.0	226.0	25.0				
Total	490.5	200.0	166.0	26.0	1,319.5		1,976.0	226.0	25.0				

New & Enhanced Service Priorities ($1.976 million gross & $0.226 million net)

Additional Staff to Manage SAMS Issues $1.750 million gross and $0 net

- 25 additional temporary positions are included in the Program's complement for $1.760 million gross required to assist the Program manage client data base issues that have occurred through the transition to the new SAMS (Social Assistance Management System) IT system that was implemented in November, 2014.

Employment Program for Single Parents $0.200 million gross and net

- As part of the Poverty Reduction Initiatives $0.200 million gross and net is included as a pilot program to assist single parents on OW achieve meaningful employment, with to a portion of child cares subsidies provided Children's Services earmarked to assist young mothers manage their family responsibilities.

Hardship Funding Inflationary Increase $0.026 million gross and net

- As part of the Poverty Reduction Initiatives $0.026 million gross and net is included to support the inflationary pressures experienced by TESS as part of its ongoing programming

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Upload Adjustment to Subsidies		22,357.0	(22,357.0)	(14.6%)			23,953.9	(23,953.9)	(17.2%)	
Contribution to the NCBS Reserve	(2,193.0)		(2,193.0)	(1.4%)		(2,372.0)		(2,372.0)	(1.7%)	
Original Ontario Municipal Partnership Fund (OMPF Clawback)		(6,800.0)	6,800.0	4.5%						
Accelerated loss in Provincial funding assistance		(4,999.5)	4,999.5	3.6%						
Salary and Benefit Adjustment	1,110.3	555.2	555.2	0.4%		1,598.5	799.3	799.3	0.6%	
Economic Factors - Non-Salary	8.2	(92.0)	100.2	0.1%		28.2	(86.8)	115.1	0.1%	
Sub-Total	(1,074.4)	11,020.7	(12,095.1)	(7.9%)		(745.2)	24,666.4	(25,411.6)	(18.2%)	
Total Incremental Impact	(1,074.4)	11,020.7	(12,095.1)	(7.9%)		(745.2)	24,666.4	(25,411.6)	(18.2%)	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- The ongoing Provincial uploading of OW Benefits will reduce the City's share from 8.6% in 2015 to 5.8% in 2016 and 2.8% in 2017. The budget impact will be $22.357 million in 2016 and $23.954 million in 2017;
- The City's share of child benefit restructuring savings which are contributed to the NCBS reserve fund will fall by $2.193 million in 2016 and $2.372 million in 2017 due to the upload of OW benefits.
- The last year of the accelerated loss in Provincial funding assistance will result in an additional $5.0 million pressure in 2016.
- Progression pay, step and fringe benefits increases will result in increased pressure in future years. Since 2016 is a collective bargaining year, no cost of living allowance is included.
- Inflationary increases for non-payroll expenditures are anticipated to be of $0.100 million in 2016 and $0.115 million in 2017.

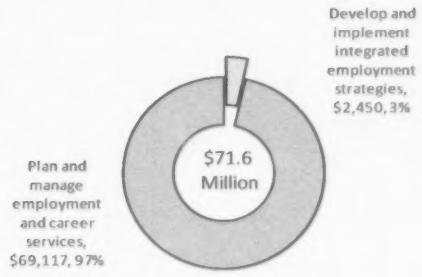
Employment Services

Employment Services
Develop and Implement Integrated Employment Strategies
Plan and Manage Employment and Career Services

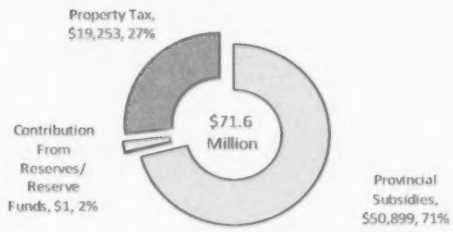
What We Do

- Plan, manage and deliver employment services.
- Provide employment services to city residents and employers in partnership with community agencies.
- Work with other governments to create an integrated employment service system for the City.

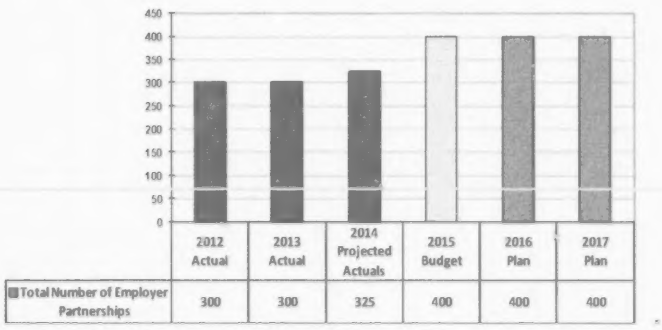
2015 Service Budget by Activity ($000s)


Develop and implement integrated employment strategies, $2,450, 3%
Plan and manage employment and career services, $69,117, 97%
$71.6 Million

Service by Funding Source ($000s)



Annual number of employer partnerships

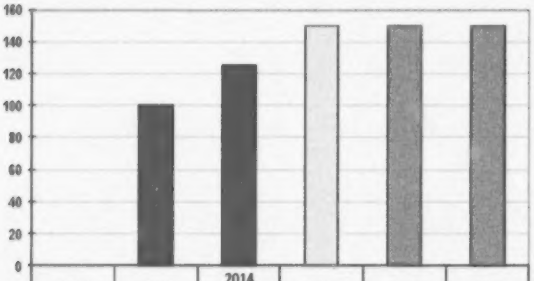


	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Total Number of Employer Partnerships	300	300	325	400	400	400

- The number of employers currently registered in the WorkOne database that participate in employment service initiatives with the City has increased from 300 in 2013 to 325 in 2014.
- The number of employer partnerships is targeted to increase to 400 in 2015 to advance the Workforce Development Strategy.

Service Performance

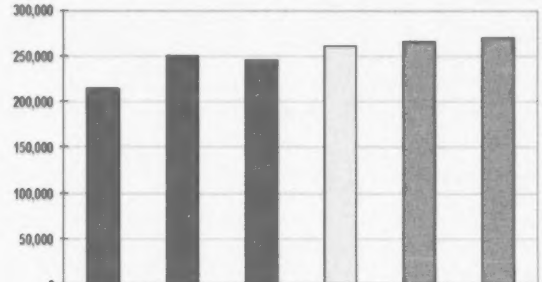
Annual number of Community Partnerships



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Total Number of Community Partnerships		100	125	150	150	150

- The number of community partners involved in employment planning or employment service initiatives has steadily increased from 100 in 2013 to 125 in 2014.
- The number of community partnerships is targeted to further increase to 150 in 2015 to advance the Workforce Development Strategy.

Annual number of visits to City Employment Centres



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Number of visits to City Employment Centres	214,070	249,069	245,000	260,000	265,000	270,000

- The number of OW and ODSP clients and other City residents who utilize services in the City's employment centres has decreased from 249,069 in 2013 to 245,000 in 2014 due to the caseload decrease.
- The number of visits to City Employment Centres is targeted to increase from 245,000 in 2014 to 270,000 in 2017 to better support OW client's transition to employment.

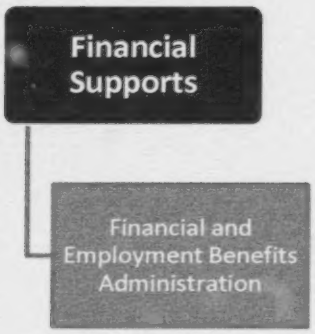
($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Develop and Implement Integrated Employment Strategies	3,229.5	2,449.6		2,449.6	(779.9)	(24.1%)		**2,449.6**	(779.9)	(24.1%)	17.1	0.7%	24.5	1.0%
Plan and Manage Employment and Career Services	68,634.7	68,626.7		68,626.7	(8.0)	(0.0%)	490.5	**69,117.2**	482.5	0.7%	190.6	0.3%	277.0	0.4%
Total Gross Exp.	71,864.2	71,076.3		71,076.3	(787.9)	(1.1%)	490.5	**71,566.8**	(297.4)	(0.4%)	207.7	0.3%	301.5	0.4%
REVENUE														
Develop and Implement Integrated Employment Strategies	3,136.1	2,528.8		2,528.8	(607.3)	(19.4%)		**2,528.8**	(607.3)	(19.4%)	13.2	0.5%	20.0	0.8%
Plan and Manage Employment and Career Services	47,830.4	49,494.9		49,494.9	1,664.5	3.5%	290.5	**49,785.4**	1,955.0	4.1%	463.5	0.9%	564.4	1.1%
Total Revenues	50,966.5	52,023.7		52,023.7	1,057.2	2.1%	290.5	**52,314.2**	1,347.7	2.6%	476.7	0.9%	584.4	1.1%
NET EXP.														
Develop and Implement Integrated Employment Strategies	93.4	(79.2)		(79.2)	(172.6)	(184.8%)		**(79.2)**	(172.6)	(184.8%)	3.9	-4.9%	4.5	(6.0%)
Plan and Manage Employment and Career Services	20,804.3	19,131.7		19,131.7	(1,672.6)	(8.0%)	200.0	**19,331.7**	(1,472.6)	(7.1%)	(272.9)	-1.4%	(287.4)	(1.5%)
Total Net Exp.	20,897.7	19,052.5		19,052.5	(1,845.2)	(8.8%)	200.0	**19,252.5**	(1,645.2)	(7.9%)	(269.0)	-1.4%	(282.9)	(1.5%)
Approved Positions	372.5	356.9		356.9	(15.6)	(4.2%)	4.2	**361.1**	(11.4)	(3.1%)				

The 2015 Operating Budget for *Employment Services* of $71.567 million gross and $19.253 net is $1.645 million or 7.9% below the 2014 Approved Net Budget.

Employment Services plans, manages and delivers integrated employment services and supports to Torontonians through direct service delivery as well as through partnerships and agreements with other service providers. The service provides two activities, namely *Development and Implement Integrated Employment Strategies* and *Plan and Manage Employment and Career Services*, as below:

- Base budget pressures impact both activities relate to inflationary increases for salaries and benefits and non-payroll expenditures totaling $0.545 million.
- Other base budget pressures, predominately in *Plan and Manage Employment Career Services* reflect an increase of $0.103 million for an investment in employment supports for Ontario Works (OW) recipients.
- The above base budget pressures were more than offset by savings resulting from lower OW caseload, savings from Provincial uploading of OW benefit costs, as well as reduced contribution to the OW reserve.
- The 2016 and 2017 Plans reflect inflationary increases for salary related and non-payroll expenditures. The base pressures are expected to be partially offset by the reduced OW benefit costs from the ongoing Provincial uploading of OW costs. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

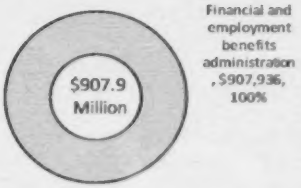
Financial Supports



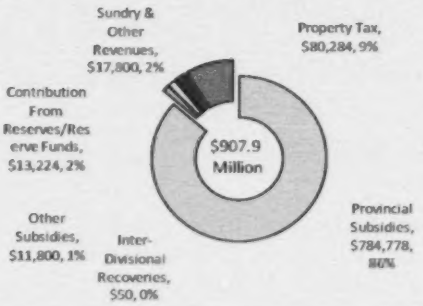
What We Do

- Deliver Ontario Works financial assistance and employment benefits to eligible residents.

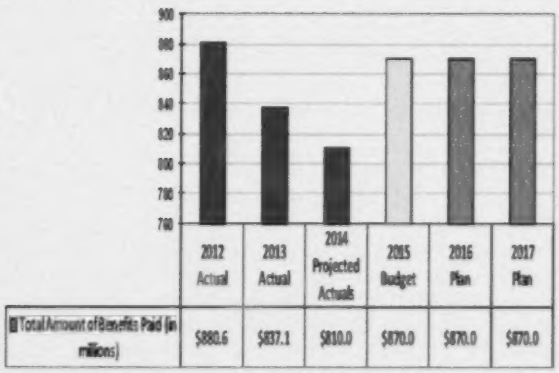
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)


$907.9 Million
Sundry & Other Revenues, $17,800, 2%
Property Tax, $80,284, 9%
Contribution From Reserves/Reserve Funds, $13,224, 2%
Other Subsidies, $11,800, 1%
Inter-Divisional Recoveries, $50, 0%
Provincial Subsidies, $784,778, 86%

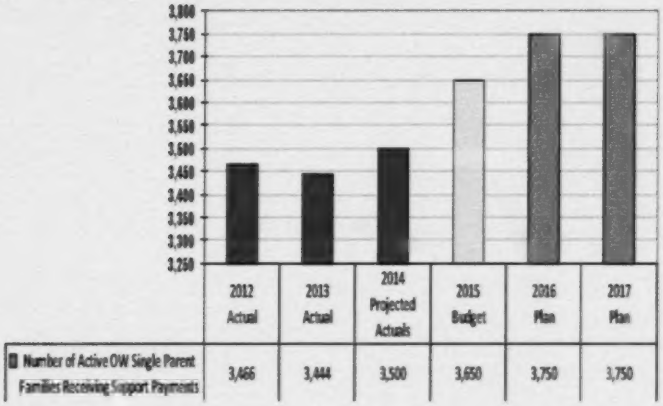
Total amount of benefits paid to OW recipients



- Client benefits for social assistance and employment decreased from $837.0 million in 2013 to $810.0 million in 2014 due to the lower caseload.
- The 2015 budget is $870 million, $60.0 million higher than 2014 due to provincial rate increases and higher caseload.
- Payments are driven by provincial policies, demand and caseload dynamics (i.e singles versus families).

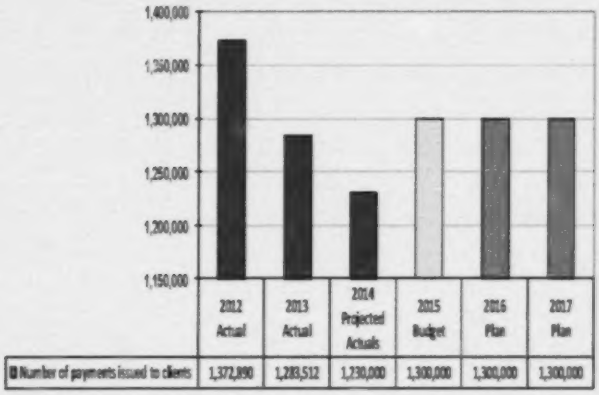
Service Performance

Number of single parent families with child support agreements



- The number of active OW single parent families receiving support payments has increased from 3,444 in 2013 to $3,500 in 2014 and is expected to increase further to 3,750 by 2017.
- Increasing the number of cases with support payments reduces the social assistance benefits paid by the City. The support payments stay with the family after they leave OW, which improves their chances of remaining off assistance in the long term.

Number of payments issued to clients



- The total number of cheques, direct banking deposits and Client Service Benefit Card payments has decreased from 1,283,512 in 2013 to 1,230,000 in 2014 due to the lower caseload.
- The number of payments issued to clients is expected to increase from 1,230,000 in 2014 to 1,300,000 in 2015 and expected to be maintained in future years.

2015 Service Budget by Activity

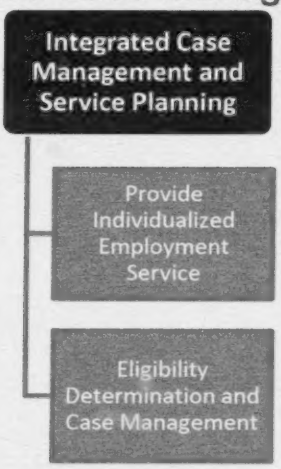
($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget $	Base Budget vs. 2014 Budget % Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget $	2015 Budget vs. 2014 Budget %	Incremental Change: 2016 Plan $	2016 Plan %	2017 Plan $	2017 Plan %
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial and Employment Benefits Administration	957,410.2	907,769.7		907,769.7	(49,640.5)	(5.2%)	166.0	**907,935.7**	(49,474.5)	(5.2%)	(2,035.1)	-0.2%	(2,128.3)	(0.2%)
Total Gross Exp.	957,410.2	907,769.7		907,769.7	(49,640.5)	(5.2%)	166.0	**907,935.7**	(49,474.5)	(5.2%)	(2,035.1)	-0.2%	(2,128.3)	(0.2%)
REVENUE														
Financial and Employment Benefits Administration	864,042.5	827,511.5		827,511.5	(36,531.0)	(4.2%)	140.0	**827,651.5**	(36,391.0)	(4.2%)	10,203.4	1.2%	23,455.6	2.8%
Total Revenues	864,042.5	827,511.5		827,511.5	(36,531.0)	(4.2%)	140.0	**827,651.5**	(36,391.0)	(4.2%)	10,203.4	1.2%	23,455.6	2.7%
NET EXP.														
Financial and Employment Benefits Administration	93,367.7	80,258.3		80,258.3	(13,109.4)	(14.0%)	26.0	**80,284.3**	(13,083.4)	(14.0%)	(12,238.4)	-15.2%	(25,583.9)	(37.6%)
Total Net Exp.	93,367.7	80,258.3		80,258.3	(13,109.4)	(14.0%)	26.0	**80,284.3**	(13,083.4)	(14.0%)	(12,238.4)	-15.2%	(25,583.9)	(60.3%)
Approved Positions	306.6	299.0		299.0	(7.6)	(2.5%)	2.0	**301.0**	(5.6)	(1.8%)				

The 2015 Operating Budget for *Financial Supports* Service of $907.936 million gross and $80.284 million net is $13.083 million or 14% below the 2014 Net Budget.

Financial Supports Service provides income supports and health benefits to eligible residents of the City of Toronto. This service provides the activity *Financial and Employment Benefits Administration* as discussed below:

- Increased investment in employment supports for OW recipients, impact of provincial policy and rate changes, as well as the accelerated loss in Provincial funding assistance are all contributing to the base pressures for this service.
- Other base budget pressures reflect an increase of $0.306 million for inflationary increases for salaries and benefits and non-payroll expenditures as well as the reversal of one-time contribution of $4.980 million from the SAS reserve fund to mitigate the impact of the accelerated loss in Provincial funding assistance in 2014.
- The above base budget pressures have been offset by savings of $5.583 million resulting from the declining OW caseload which has been set 7,500 cases below the 2014 budget, reduced OW benefit costs of $23.341 million due to Provincial uploading of costs as well as the reduced contribution to the OW and National Child benefit Supplement reserves generating $4.599 million in savings.
- The 2016 and 2017 plans reflect the inflationary increases for salary related and non-payroll expenditures. The 2016 Plan include operating pressure resulting from the final year of the accelerated loss in Provincial funding assistance (Please refer to Page 31 for further details). The base pressures are expected to be partially offset by the reduced OW benefit costs from the continuing provincial uploading of costs and reduced contribution to the NCBS reserve fund. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

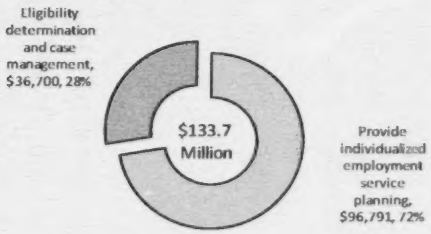
Integrated Case Management and Service Planning


Integrated Case Management and Service Planning
Provide Individualized Employment Service
Eligibility Determination and Case Management

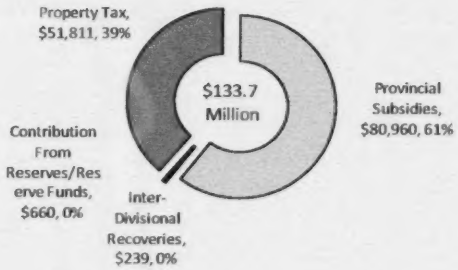
What We Do

- Assess eligibility for OW benefits and services for City residents.
- Develop and update service plans that support employment goals and link individuals and families to key social supports.

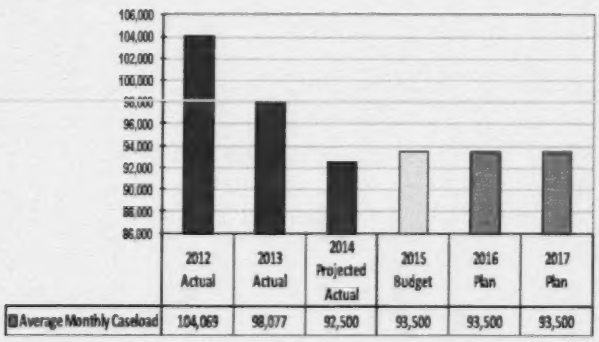
2015 Service Budget by Activity ($000s)


Eligibility determination and case management, $36,700, 28%
$133.7 Million
Provide individualized employment service planning, $96,791, 72%

Service by Funding Source ($000s)


Property Tax, $51,811, 39%
$133.7 Million
Provincial Subsidies, $80,960, 61%
Contribution From Reserves/Reserve Funds, $660, 0%
Inter-Divisional Recoveries, $239, 0%

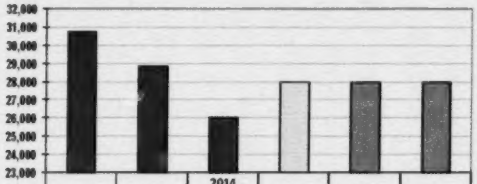
Ontario Works Average Monthly Caseload (including cases accessing OW)



- The OW caseload is mainly driven by the City's economic environment and provincial policies
- The average monthly caseload dropped from 104,069 in 2012 to 92,500 in 2014 as a result of economic recovery. The 2015 budget has been set at 93,500 to mitigate the financial risks to the City that would result if actual caseloads significantly exceeded budgeted caseload levels.
- Caseload volumes in-term drive both direct client benefits and administration costs.

Service Performance

Number of Ontario Works clients placed in jobs



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Total Number of OW Clients Placed in Jobs	30,726	28,841	26,000	28,000	28,000	28,000

- The number of OW clients that exited OW for employment decreased from 28,841 in 2013 to 26,000 in 2014 due to the lower caseload.
- The number of OW clients placed in jobs is projected to increase to 28,000 in 2015 due to improvements in the design and delivery of employment services.
- An increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment.

Monthly Social Assistance Administration Operating Cost per Case (OMBI)

	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
Monthly Social Assistance Administration Operating Cost per Case (OMBI)	224.4	241.8	250.1	249.7	249.7	249.7

- Reflects all costs associated with management and delivery of social assistance and employment programs, including salaries & benefits, materials & supplies, services & rents and full share of all corporate overhead.
- The OMBI average monthly administrative operating cost per case is expected to decrease from $250.1 in 2014 to $249.7 in 2015 due to lower complement.

2015 Service Budget by Activity

The 2015 Operating Budget for *Integrated Case Management and Service Planning* of $133.669 million gross and $51.819 million net is $6.288 million or 10.8% below the 2014 Net Budget.

The **Integrated Case Management and Service Planning** service assists low income earners and residents on fixed incomes with special services and supports (e.g. diabetic supplies, prosthetics, funerals) and identifies the social support needs of residents (i.e. child care, health recreation, housing) and connect them with the appropriate City, community and other government service systems. This service provides two activities, namely *Provide Individualized Employment Service Planning* and *Eligibility Determination and Case Management*, as below.

- Base budget changes that are common to both activities, relate primarily to inflationary increases for salaries and benefits and non-payroll expenditures totaling $1.505 million.
- The above base budget pressures was offset by savings of $2.498 million resulting from lower OW caseload as well as reduced contribution to the OW reserve generating $7.643 million in savings.
- The 2016 and 2017 Plans reflect inflationary increases for salary related and non-payroll expenditures. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

Toronto Paramedic Services

2015 Operating Budget Highlights

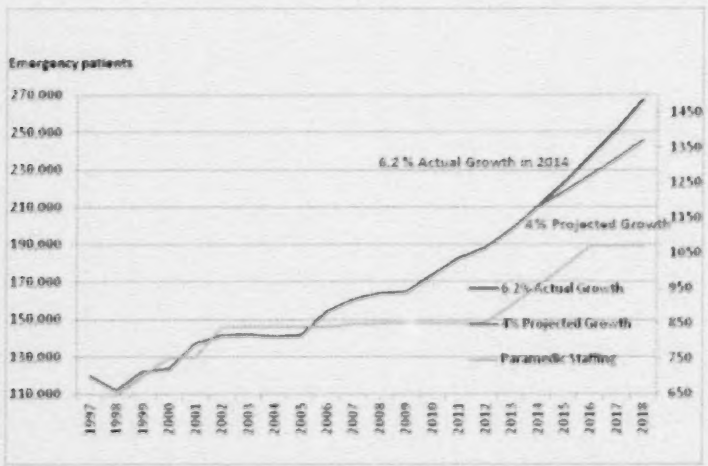
The total cost to deliver this service to Toronto residents in 2015 is $197.806 million gross and $74.705 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	187,182.5	197,806.4	10,623.9	5.7%
Gross Revenues	118,073.8	123,101.0	5,027.2	4.3%
Net Expenditures	**69,108.7**	**74,705.4**	**5,596.8**	**8.1%**

The net pressure of $5.597 million is due mainly to inflationary increases in salary and benefit costs and annualized costs of new positions approved in 2014. Funding is also included for 58 new positions to meet the increasing trend in emergency call demands experienced in the last 10 years.

Trends:

Projected Growth in Emergency Patientss



2015 Operating Budget Overview

Toronto Paramedic Services is the sole provider of emergency medical response for the City of Toronto: a service area encompassing 650 square kilometres with a daytime population of 3.5 million people. This makes Toronto Paramedic Services the largest municipal paramedic service in Canada.

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Fast Facts

- Toronto Paramedic Services is the largest municipal paramedic ambulance service in Canada.
- 168 ambulances and response vehicles transported 210,098 patients to hospital in 2014, a 6.2% increase from 2013.
- 1,014 full-time paramedics including the additional 56 paramedic positions approved in 2015.

- Emergency patient transports increased by 49% between 2005 and 2014 from 141,409 to 210,098.
- Between 2015 to 2017, emergency patient transports are expected to grow at a rate of 5% due to a growing and aging population.
- Paramedic staffing levels were relatively unchanged from 2002 until 2013 with the approval of 51 positions, 56 positions each year in 2014 and 2015, and 57 planned in 2016 totaling 220 by 2016..

2014 Key Service Accomplishments

In 2014, Toronto Paramedic Services accomplished the following:

Community Paramedicine and Emergency Call Mitigation

- ✓ Continued to employ and investigate innovative emergency call diversion and mitigation strategies for low acuity calls to improve ambulance availability for high acuity calls.
- ✓ Received the Minister of Health's Medal honoring "Excellence in Health Quality and Safety" for providing patients with the opportunity to remain at home in safety and comfort and focusing on the 1% to 5% of frail seniors who comprise 30% to 60% of health care costs.
- ✓ Continued to use the Community Paramedicine Program to re-direct specific patient groups to appropriate preventative, out-of-hospital medical care thereby minimizing or eliminating their reliance on 911 and the hospital system.
- ✓ Received funding from the Ministry of Health & Long Term Care in support of expanding Community Paramedicine programs (e.g., Community Agency Notifications).
- ✓ Community Paramedicine Program continued to demonstrate a 50% reduction in 911 calls from those patients who have used 911 two or more times within a six-month period. For 2014, referrals made by paramedics to preventative support services for these types of patients increased by 61%.
- ✓ Community Paramedicine Program continued to be a lead participant in the implementation of the Ontario and Toronto Seniors Strategies.
- ✓ The Community Paramedicine Program also became a key partner and clinical resource in the launch of various initiatives to link patients with the most appropriate health care (e.g., Health Links, Family Health Care Teams).
- ✓ Cardiac Safe City Program continued to coordinate and expand the Public Access Defibrillation (PAD) Program to save more lives by ensuring bystander medical interventions begin sooner wherever possible.
- ✓ Distribution and installation of 97 Automated External Defibrillators (AEDs) at workplaces and facilities throughout the City of Toronto. Further AEDs may be added in 2015 based on acquiring additional grant funding.

Emergency Medical Dispatch and Preliminary Care

- ✓ Monitored the effectiveness of new Emergency Medical Dispatcher shift schedules that were implemented in February 2014. The new shift schedules better match staffing with emergency call demand, by shifting more staff to weekends and to higher peak demand times during the day.
- ✓ Continued to improve the Central Ambulance Communications Centre's processing of emergency calls. Using decision-support software allows dispatchers to more accurately anticipate, monitor and assign the right paramedic resources throughout the city.
- ✓ Continued to monitor during peak periods of call activity, a Patient Safety Advocate (PSA) function within the Central Ambulance Communications Centre as part of the Division's strategy to mitigate possible service delays. The PSA role focuses on real-time monitoring of response performance through the identification of emerging delays and taking immediate action to minimize any delay in overall service delivery.
- ✓ In 2014, the Central Ambulance Communications Centre successfully completed re-accreditation, for the third time, as a 'Centre of Excellence', by the International Academy of Emergency Dispatch. Accreditation establishes the centre as having achieved an internationally benchmarked, high standard of patient care delivered by EMDs. The centre triages incoming emergency calls with the aid of the Advanced Medical Priority Dispatch System (AMPDS).

Emergency Medical Care

- ✓ Continued to expand the STEMI (a type of heart attack), stroke, trauma, and post-cardiac arrest patient care programs to reduce pre-hospital mortality and have a significant effect on increasing quality of life for patients and families. Implemented a new emergency transport protocol for acute stroke and STEMI patients who arrive at

community hospitals where specialized care is not available. These programs continue to demonstrate improved survival outcomes.

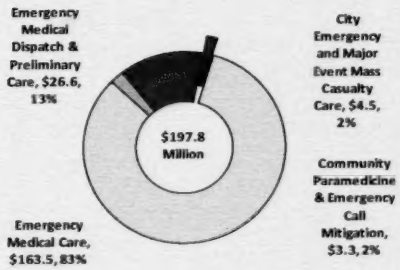
- ✓ In 2014, Toronto Paramedic Services successfully completed the Ministry of Health and Long Term Care's (MOHLTC) audit review for Land Ambulance Services in Ontario. The audit is conducted by the MOHLTC every three years to ensure the service is meeting all legislated requirements as outlined under the Ambulance Act.
- ✓ Continued to implement the new model of care where Advanced Life Support (ALS) paramedic crews are targeted to respond more consistently to "ALS-appropriate" calls based on the Medical Priority Dispatch System (MPDS) software and analysis of paramedic electronic patient care records. This change results in more efficient use of resources and improved service as medical skills are more closely matched to patient needs.
- ✓ Continued to monitor the effectiveness of new paramedic shift schedules that were implemented on January 23, 2013. The new shift schedules better match staffing with emergency call demand, by shifting more staff to weekends and to higher peak demand times during the day.
- ✓ Successfully negotiated terms and conditions of employment for new Part-time Paramedics.
- ✓ In 2014, continued to implement the Council-approved staffing recommendations of the EMS/Fire Service and Organizational Review completed by an independent third-party. These recommendations focused on a three-year staffing strategy to support an increase in paramedics to respond to annual growth in emergency patient transports of 4% to 5% which is being driven by a growing and aging population.
- ✓ Began implementation of two new ground-breaking research projects that are expected to reduce mortality and improve quality of life in trauma and stroke patients: 1) Tranexamic Acid (TXA) is a drug designed to reduce bleeding in severely injured trauma patients. Toronto PS will be the only land-based paramedic service trialing this drug in Canada. 2) NA-1 is a drug designed to save brain tissue in stroke patients. This drug was designed and developed by a Canadian neurosurgeon/researcher and will be trialed in only three Canadian cities.
- ✓ Implemented a new pain medication package for Paramedics to treat mild to severe pain in patients. Toronto PS and the Sunnybrook Base Hospital developed this package together.
- ✓ Continued to mitigate the impacts of Hospital Offload Delay through the Dedicated Offload Nurse Program. Continued to work with hospitals to establish best practices for integration of the Dedicated Offload Nurse in Emergency Department patient flow. The average in-hospital time in 2014 was at 53.9 minutes. Negotiated with the province to expand and continue the Dedicated Offload Nurse Program in 2014.

Our Service Deliverables for 2015

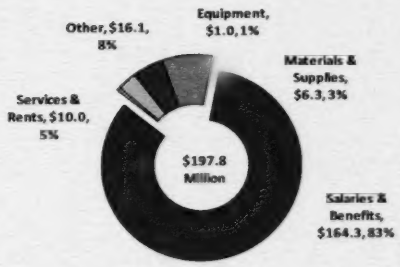
- Toronto Paramedic Services (PS) is an industry leading, public service organization that protects the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to the special needs of vulnerable communities through integrated, mobile, paramedic-based health care. The 2015 Operating Budget will fund:
- 24-hour emergency medical response for the City of Toronto from 45 ambulance stations and service district centres located across the City.
- Targeted response times to life-threatening emergency calls within 8:59 minutes 68% of the time.
- Provision of an estimated 220,603 emergency patient transports in 2015, an estimated increase of 5% over the 210,098 emergency patient transports in 2014.
- Maintenance and oversight for approximately 1,495 Automatic External Defibrillators in 2015.
- Provision of a new Primary Care Paramedic (PCP) Program, in partnership with Toronto Employment and Social Services (TESS), aimed at recruiting individuals from diverse communities to have access to PCP training in order to become life-saving professionals by mitigating their costs and helping them to be self-reliant.

Where the money goes:

2015 Budget by Service $197.8 Million

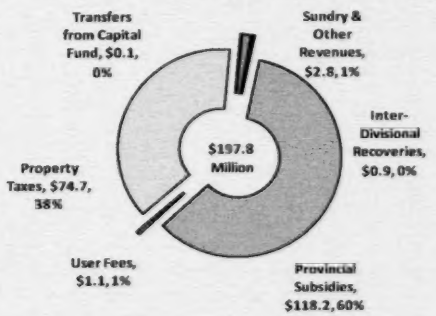

Emergency Medical Dispatch & Preliminary Care, $26.6, 13%
City Emergency and Major Event Mass Casualty Care, $4.5, 2%
$197.8 Million
Community Paramedicine & Emergency Call Mitigation, $3.3, 2%
Emergency Medical Care, $163.5, 83%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source


Transfers from Capital Fund, $0.1, 0%
Sundry & Other Revenues, $2.8, 1%
Inter-Divisional Recoveries, $0.9, 0%
$197.8 Million
Property Taxes, $74.7, 38%
User Fees, $1.1, 1%
Provincial Subsidies, $118.2, 60%

Our Key Challenges & Priority Actions

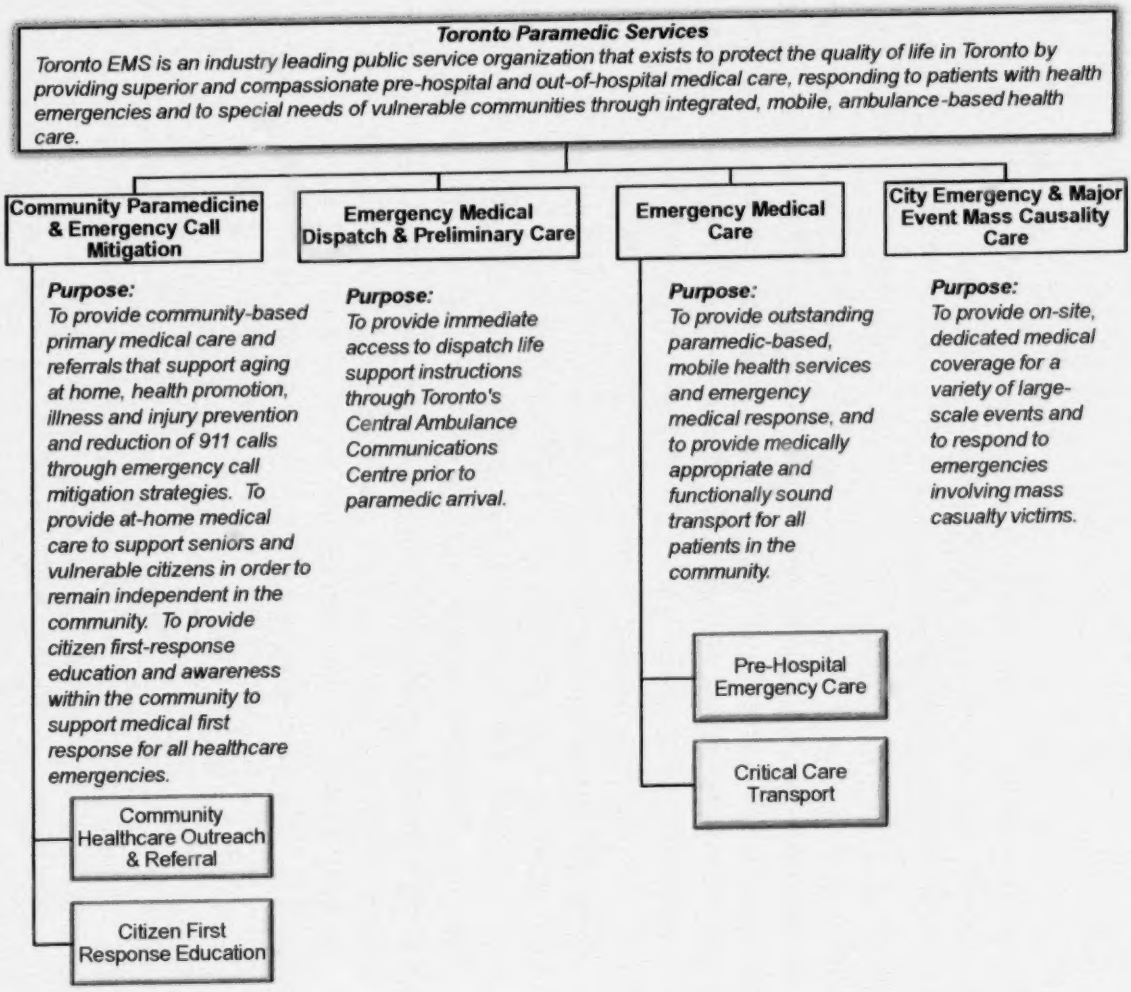
- **Increase in emergency call volumes** – The increase due to a growing and aging population continues to be a challenge for Toronto Paramedic Services.
  - ✓ The 2015 Operating Budget includes an increase of 56 paramedic positions and the 2016 Plan reflects an additional 57 paramedic positions. 107 new paramedic positions were approved in 2013 and 2014 bringing the total to 220 by 2016.
- **Provincial Subsidy Shortfall** - The Central Ambulance Communication Centre (CACC) Program continues to experience a shortfall in Provincial subsidy that is not consistent with the established Provincial subsidy rate of 100%.
  - ✓ To match the projected Provincial funding in 2015, the 2015 Operating Budget includes a reduction in salaries and benefits in CACC to eliminate the shortfall.

2015 Operating Budget Highlights

The 2015 Operating Budget of $74.705 million net includes:

- New funding of $3.109 million for 58 new frontline Operations positions (56 paramedic and 2 non-union staff) to address the increase in emergency call demand and maintain/improve PS response time to life-threatening emergency calls.
- One-time funding of $2.010 million for the preparation, planning and enhanced emergency services during the PanAm/ParaPanAm Games.
- Funding of $0.300 million for a new Primary Care Paramedic Program (PCP), in partnership with Toronto Employment and Social Services (TESS) aimed at recruiting 15 individuals from diverse communities to become life-saving professionals by mitigating their costs and helping them become self-reliant. This is the first initiative of its kind in Canada.

Program Map


Toronto Paramedic Services
Toronto EMS is an industry leading public service organization that exists to protect the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to special needs of vulnerable communities through integrated, mobile, ambulance-based health care.
Community Paramedicine & Emergency Call Mitigation
Purpose:
To provide community-based primary medical care and referrals that support aging at home, health promotion, illness and injury prevention and reduction of 911 calls through emergency call mitigation strategies. To provide at-home medical care to support seniors and vulnerable citizens in order to remain independent in the community. To provide citizen first-response education and awareness within the community to support medical first response for all healthcare emergencies.
Community Healthcare Outreach & Referral
Citizen First Response Education
Emergency Medical Dispatch & Preliminary Care
Purpose:
To provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.
Emergency Medical Care
Purpose:
To provide outstanding paramedic-based, mobile health services and emergency medical response, and to provide medically appropriate and functionally sound transport for all patients in the community.
Pre-Hospital Emergency Care
Critical Care Transport
City Emergency & Major Event Mass Causality Care
Purpose:
To provide on-site, dedicated medical coverage for a variety of large-scale events and to respond to emergencies involving mass casualty victims.

Service Customer

Emergency Medical Care

- EMS Patient
- Hospitals
- Health Care providers
- Allied Agencies and Partners

Emergency Medical Dispatch & Preliminary Care

- 911 Callers
- Incident Victim
- Hospitals

Table 1

2015 Recommended Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 Budget vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community Paramedicine & Emergency Call Mitigation											
Gross Expenditures	2,672.7	2,623.7	3,081.6	250.0	3,331.6	658.9	24.7%	(564.9)	(17.0%)	42.3	1.5%
Revenue	1,984.9	1,945.4	2,249.5	250.0	2,499.5	514.6	25.9%	(605.8)	(24.2%)	12.4	0.7%
Net Expenditures	687.8	678.3	832.1		832.1	144.3	21.0%	40.9	4.9%	29.8	3.4%
Emergency Medical Care											
Gross Expenditures	150,668.9	147,904.7	160,040.8	3,409.5	163,450.3	12,781.4	8.5%	6,830.7	4.2%	3,609.9	2.1%
Revenue	83,115.4	81,460.9	90,611.3	313.3	90,924.6	7,809.2	9.4%	2,742.5	3.0%	3,519.0	3.8%
Net Expenditures	67,553.5	66,443.8	69,429.5	3,096.2	72,525.7	4,972.2	7.4%	4,088.1	5.6%	90.9	0.1%
City Emergency and Major Event Mass Casualty Care											
Gross Expenditures	6,631.8	6,510.2	2,454.4	2,009.5	4,463.9	(2,167.9)	(32.7%)	(1,891.6)	(42.4%)	118.5	4.6%
Revenue	6,168.4	6,045.6	1,560.9	2,009.5	3,570.4	(2,598.0)	(42.1%)	(1,999.7)	(56.0%)	9.4	0.6%
Net Expenditures	463.5	464.6	893.5		893.5	430.1	92.8%	108.1	12.1%	109.1	10.9%
Emergency Medical Dispatch & Preliminary Care											
Gross Expenditures	27,209.0	26,709.8	26,560.6		26,560.6	(648.4)	(2.4%)	99.9	0.4%	86.3	0.3%
Revenue	26,805.1	26,271.6	26,106.5		26,106.5	(698.6)	(2.6%)	5.7	0.0%	0.2	0.0%
Net Expenditures	403.9	438.3	454.1		454.1	50.2	12.4%	94.2	20.7%	86.1	15.7%
Total											
Gross Expenditures	187,182.5	183,748.4	192,137.4	5,669.0	197,806.4	10,623.9	5.7%	4,474.1	2.3%	3,856.9	1.9%
Revenue	118,073.8	115,723.5	120,528.2	2,572.8	123,101.0	5,027.2	4.3%	142.8	0.1%	3,541.0	2.9%
Total Net Expenditures	69,108.7	68,024.9	71,609.2	3,096.2	74,705.4	5,596.8	8.1%	4,331.3	5.8%	316.0	0.4%
Approved Positions	1,328.8	1,289.8	1,327.8	64.0	1,391.8	63.0	4.7%	50.0	3.6%		

The 2015 Operating Budget for Toronto Paramedic Services (PS) is $197.806 million gross and $74.705 million net. The net budget increased by $5.597 million or 8.1% due to the following.

- Base pressures of $2.501 million net are partially offset by base expenditure savings of $0.050 million net and service changes of $0.050 million net bringing the 2015 Base Budget to $71.609 million net.
- All 4 services for Toronto Paramedic Services are experiencing base budget pressures due to inflationary increases in salaries and benefits of $2.508 million. The Emergency Medical Care service is being further affected by the annualized cost of $2.953 million for the 61 positions approved in 2014.
- To help mitigate the above base pressures, a reduction of $1.200 million in salaries and benefits for the Central Ambulance Communication Centre (CACC), a part of the Emergency Medical Dispatch & Preliminary Care service, has been approved to better align costs to the available Provincial funding in 2015.
- The 2015 budget also includes a 50% reduction in funding for the Public Education and Access program that reduces the 52-week communication campaign to 26 weeks and will provide savings across all services.
- As a result, Toronto Paramedic Services' 2015 Base Budget increased by an incremental $2.501 million or 3.6% over the 2014 Approved Operating Budget.
- The 2015 Operating Budget includes new funding of $5.669 million gross and $3.096 million net for the following:

- $0.250 million gross and $0 net, funded 100% by the Ministry of Health and Long Term Care to expand the Community Agency Notification (CAN) Program through an upgrade of the notification platform.
- $3.110 million gross and net for 58 new permanent positions (56 Paramedics and 2 Operations Superintendent) that will assist PS to meet the increase in emergency call demand and maintain/improve PS response time to life-threatening emergency calls as recommended by the Fire/EMS Efficiency Review and adopted by City Council in 2013.
- $0.300 million gross and $0 net to provide a Primary Care Paramedic (PCP) program, in partnership with Toronto Employment and Social Services (TESS) aimed at recruiting 15 individuals from diverse communities to become life-saving professionals by mitigating their costs and helping them become self-reliant.
- $2.010 million gross and $0 net in funding for Toronto Paramedic Services' preparation and participation in the PanAm Games. Funding will be provided for contingency planning, operation and logistical support prior to the games and additional emergency coverage that are over and above the regularly scheduled shifts as emergency response coverage across the City must be maintained at all times.

- The 2016 and 2017 future year incremental costs are mainly attributable to the addition of 57 Paramedic positions and 2 Operations Superintendent to meet the projected 5% increase in emergency call demand. Additional pressure in 2016 and 2017 include funding for step and progression pay increases, annualization costs of the 58 new permanent positions approved in 2015, partially offset by the reversal of one-time funding for the PanAm Games.

Table 2

2015 Total Recommended New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total Service Changes			Incremental Change			
	Community Paramedicine & Emergency Call Mitigation		Emergency Medical Care		City Emergency and Major Event Mass Casualty Care		$'s	$'s	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Gross	Net	Gross	Net
Enhanced Services Priorities													
Add 56 Permanent Paramedic Staff			2,950.8	2,950.8			2,950.8	2,950.8	56.0	2,979.6	1,504.2		(1,489.8)
Add 2 Permanent Superintendent Operations			158.7	158.7			158.7	158.7	2.0	134.3	54.9		(67.2)
Sub-Total			3,109.5	3,109.5			3,109.5	3,109.5	58.0	3,113.9	1,559.2		(1,557.0)
New Service Priorities													
(a) New Services													
Primary Care Paramedic Training Program			300.0				300.0		2.0	(300.0)			
PanAm Preparation					409.5		409.5		4.0	(409.5)			
PanAm Operations					1,600.0		1,600.0			(1,600.0)			
Community Agency Notification System Project	250.0						250.0			(250.0)			
(b) New Fees													
PD Education - New Revenues		(13.3)		(13.3)		(0.1)		(13.4)			(0.3)		(0.3)
Sub-Total	250.0	(13.3)	300.0	(13.3)	2,009.5	(0.1)	2,559.5	(13.4)	6.0	(2,559.5)	(0.3)		(0.3)
Total	250.0	(13.3)	3,409.5	3,096.2	2,009.5	(0.1)	5,669.0	3,096.1	64.0	554.4	1,558.9		(1,557.3)

Enhanced Service Priorities ($3.110 million gross & net)

Addition of 56 Paramedic Positions in 2015

- At its meeting of July 16 – 18, 2013, City Council adopted a report from the City Manager and Deputy City Manager entitled "Results of the Service and Organizational Review of Toronto EMS and Toronto Fire Services" which included the results of the recently completed EMS/Fire Service and Organizational Review by Pomax LTD, the consultants' recommendations and the City Manager's disposition of each.

- The report recommended that PS increase its response capacity by 223,451 staffed vehicle hours based on the increasing trend in emergency call demand for paramedics over the last ten years (28% increase between 2002 and 2011) driven by a growing and aging Toronto population. The consultants estimated that as call demands are expected to rise by 2% to 4% annually, the City requires an additional 169 paramedic positions by 2016 for a total 220 positions including the 51 positions approved in 2013. The 2014 Approved Operating Budget includes the addition of 56 positions for a total of 107 positions approved since 2013.

- The 2015 Operating Budget includes funding of $2.951 million for the additional 56 paramedic positions and another 57 positions are planned for 2016. The additional permanent paramedic positions will assist PS in maintaining/improving its response time to life-threatening emergency calls (currently at 64.4%), reduce overtime pressures caused by maintaining ambulance availability to the community and help balance paramedic and dispatcher workload.

Addition of 2 Permanent Superintendent Operations positions

- Funding of $0.159 million for 2 Superintendent Operations positions is required to maintain the standard paramedic to superintendent ratio of 25:1. The Superintendent Operations supervises the activities of paramedics in the field and is responsible for maintaining a safe, appropriate and balanced workload for paramedics.

New Service Priorities ($2.560 million gross & ($0.013) million net)

Primary Care Paramedic (PCP) Program

- Toronto Paramedic Services, in partnership with Toronto Employment and Social Services (TESS), will provide a Primary Care Paramedic (PCP) program aimed at recruiting from diverse

communities. This program will allow individuals who have the capability and potential, to have access to a PCP training program in order to become life-saving professionals by mitigating their costs and helping them become self-reliant. This is the first initiative of its kind in Canada.

- In 2013, Toronto Paramedic Services' Primary Care Paramedic Program was approved by the MOHLTC and is equivalent to a College of Applied Arts and Technology (CAAT) program. The cost of these programs at private career colleges averages $14,000.00 - $18,000.00 per person and $4,200 - $6,800 per person at community colleges.
- The program will require funding of $0.300 million and two (2) new Temporary Superintendent, Education and Development positions. The cost of providing this training to 15 individuals is 100% funded by Toronto Employment and Social Services (TESS).
- The program will provide these individuals First Aid/CPR, Symptom Relief, Defibrillation and Class F (Ambulance) Driver's License training to become eligible to write the Ministry of Health and Long-Term Care A-EMCA exam and the Ministry of Transportation license testing.

PanAm Games – Preparation

- The Pan Am/ParaPan American Games are a multi-sport event that will run from July 10 – 26, while the 2015 ParaPan Am Games will be held from August 7 – 14, 2015. Toronto Paramedic Services requires the addition of 4 new temporary positions dedicated to the development of an Incident Management System (IMS) geared towards events with multiple mass gatherings. The 4 temporary positions are: 1 Commander Operations, 1 Deputy Commander, 1 Superintendent Operations and 1 Superintendent Planning. Funding of $0.410 million will cover the period January 1 – September 30, 2015.
- The planning and development of the Incident Management Systems for Toronto Paramedic Services involves developing plans to respond to emergency situations that may occur during the games, identifying hazards and risks, and developing strategies to prevent or reduce those risks to ensure public safety.
- The special planning staff will liaise with the Toronto 2015 Organizing Committee, Toronto 2015 Medical Planning team, the City Team 2015, the Toronto Police Services, the Base Hospital and Local Health Integration Networks, Toronto Fire Services, Office of Emergency Management, external emergency medical services and a host of other Divisions and Agencies.
- The 2015 funding of $0.410 million will be funded from the Tax Rate Stabilization Reserve.

PanAm Games – Operations

- Funding of $1.600 million (100% funded from Ontario/TO2015), is required for Toronto Paramedic Services to provide additional emergency coverage that are over and above the regular scheduled shifts as emergency response coverage across the City must be maintained at all times. Staff that will be working additional shifts will be paid at an overtime hourly rate of pay, per the terms and conditions of the Collective Agreement for Local 416 members.
- No additional positions are required for the event as staffing costs will be accommodated using the overtime provision in the Local 416 agreement.

Community Agency Notification System Project

- The Community Agency Notification project with funding of $0.250 million is 100% funded one-time by the Ministry of Health and Long Term Care to enhance and expand the existing Community

Agency Notification (CAN) program through an upgrade of the notification platform. This will allow the delivery of real time client specific messaging to alert community partners of patient interactions with paramedic services and enhance the circle of care communication for enrolled patients.

- The CAN program is a communication protocol that notifies community supports about client situations involving contact with paramedics, transport to hospital by Toronto Paramedic Services, or on arrival at emergency departments.
- The planned notification platform upgrade will ensure a seamless transition for clients while remaining connected to their established supports regardless of where they are in the health care continuum. PS will be better able to support clients through improved care coordination and increased delivery of appropriate services.

Paramedic Services (PS) Education – New Revenues

- Toronto Paramedic Services has developed a new course for Paramedics called "Tactical Medical Essentials".
- The Tactical Medical Essentials is a 2-day course that has didactic training and hands-on simulation. The course is designed to teach paramedics, doctors, police and military personnel on how to provide tactical medicine in high-threat environments. Those who complete this challenging course will take home an enhanced skill set of tactical medical skills and will have a far better knowledge of tactics to respond in a critical community crisis.
- The new course will have approximately 30 external participants and is expected to generate new revenues of $0.013 million.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	351.2		351.2	0.5%		351.2		351.2	0.5%	
Annualization										
Annualized impact of 58 Positions recommended in 2015	3,113.9	1,554.8	1,559.2	2.1%			1,557.0	(1,557.0)	(2.1%)	
One-Time 100% Provincial Funding - Community Paramedicine Initiatve (MDI)	(357.1)	(357.1)			(3.0)					
One-Time 100% Provincial Funding - Community Agency Notification System Project to suport MDI	(250.0)	(250.0)								
One-Time Funding - PanAm Games	(2,009.5)	(2,009.5)			(4.0)					
One-time Funding from Toronto Employment & Social Services - Primary Care Paramedic Training Program	(300.0)	(300.0)			(2.0)					
Operating Impacts of Capital										
Contribution to the Equipment Reserve for the 40 New Defibrillators	175.0		175.0	0.2%			87.5	(87.5)	(0.1%)	
Contribution to the Equipment Reserve for 200 Power Stretchers	450.0		450.0	0.6%			225.0	(225.0)	(0.3%)	
Utilities and Contracted Services for the New Station at the Northwest District	84.0		84.0	0.1%			42.0	(42.0)	(0.1%)	
Contribution to the Vehicle Reserve - Additional Ambulance Vehicles						252.0		252.0	0.3%	
Operating Expenses (IDC/IDR)										
IDC - IT	14.0		14.0	0.0%						
Other										
Economic Factor						3.8	0.1	3.7		
Revenue:										
Inflationary increase for User Fees		28.1	(28.1)	(0.0%)			28.1	(28.1)	(0.0%)	
Increase in Provincial subsidy for eligible costs.		1,476.5	(1,476.5)	(2.0%)						
Sub-Total	1,271.6	142.8	1,128.8	1.5%	(9.0)	607.1	1,939.7	(1,332.6)	(1.8%)	
Anticipated Impacts:										
Additional 57 Paramedics	3,040.8		3,040.8	4.1%	57.0	3,113.0	1,520.4	1,592.6	2.1%	
Additional 2 Superintendents	161.7		161.7	0.2%	2.0	136.9	80.9	56.0	0.1%	
Sub-Total	3,202.5		3,202.5	4.3%	59.0	3,249.9	1,601.2	1,648.6	2.2%	
Total Incremental Impact	4,474.1	142.8	4,331.3	5.8%	50.0	3,856.9	3,541.0	316.0	0.4%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Salaries and benefit increases of $0.351 million for 2016 and 2017 are due to step increments, progression pay and associated benefits. COLA increases for Local 79 and 416 are not included in 2016 and 2017 as these will be determined in the next collective agreement.
- Annualized costs to ensure full year funding for 58 new positions (56 Paramedics and 2 Superintendent – Operations) will require incremental funding of $3.114 million.
  - ➢ The additional Provincial funding of $1.555 million in 2016 mainly reflects the Provincial share of 50% for the salaries and benefits for the 58 new permanent positions approved in 2015 and the Provincial subsidy increase of $1.557 million in 2017 reflects the Provincial share of 50% of

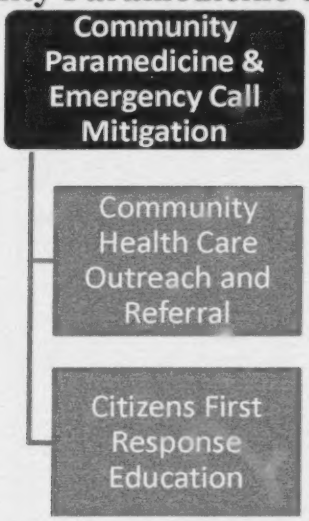
recommended increases of eligible expenditures in 2016. The Province funds its 50% share in the 2nd year of operations.

- One-time funding of $0.607 million ($0.507 million in 2015 and $0.100 million approved in 2014) for the Community Paramedicine Initiatives, $2.010 million for the PanAm / ParaPan Am Games and $0.300 million for the Primary Care Paramedic Training Program will be reversed in 2016 including the deletion of 9 temporary positions that are no longer required.
- The operating impact of completed capital projects of $0.709 million account for increased contributions to the equipment reserve of $0.175 million for the replacement of defibrillators and $0.450 million for power stretchers and increase in operating costs of $0.084 million for the ambulance station at 1300 Wilson Avenue that is scheduled for completion in 2016 with Provincial funding of 50% beginning in 2017.

Anticipated Impacts

- The 2016 Plan reflects the additional increase of 59 positions (57 paramedic positions and 2 Superintendent positions) bringing the total increase to 220 new paramedic positions by 2016 as recommended by the Fire/EMS Efficiency Review adopted by City Council in July 2013.
- The annualized impact of these positions is reflected in 2017 together with increased revenues of $1.601 million to reflect the Provincial share of 50% for increases in 2016 as the province funds its 50% share in the 2nd year of operations.

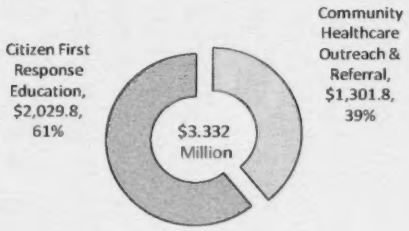
Community Paramedicine & Emergency Call Mitigation


Community Paramedicine & Emergency Call Mitigation
Community Health Care Outreach and Referral
Citizens First Response Education

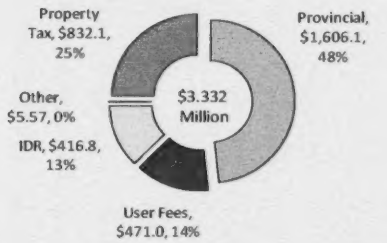
What We Do

- Provide community-based primary medical care and referrals that support aging at home, health promotion, illness and injury prevention and reduction of 911 calls through emergency call mitigation strategies.
- Provide at-home medical care to support seniors and vulnerable citizens in order to remain independent in the community.
- Provide citizen first-response education and awareness within the community to support medical first response for all health care emergencies.

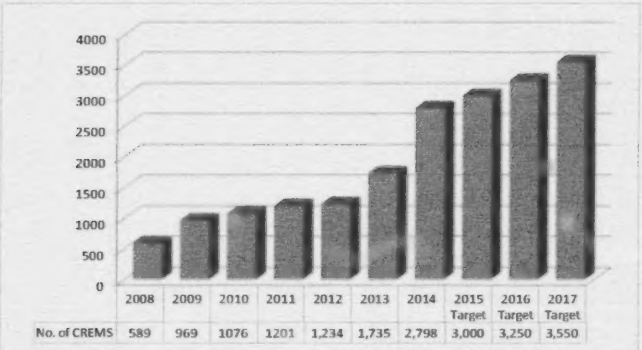
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Community Referrals - Toronto Paramedic Service



CREMS (Community referrals by PS) Paramedics refer patients to community health agencies which allow independent and supportive aging at home and reduces emergency department visits.

- Due to an aging population, paramedic referrals are expected to increase. (83.5% of all CREMS in 2014 were for those 65 years and older)
- The paramedic's ability to refer patients electronically to Community Care Access Agencies was introduced in April 2013 leading to a significant increase in referrals.

2015 Service Levels
Community Paramedicine & Emergency Call Mitigation

Activity	Type	Sub-Type	Status	Service Levels 2011	2012	2013	2014	2015
Citizen First Response Education	Safe City – **Emergency Medical Training Courses Provided**		Approved	New in 2014			1000 courses are to be provided and over 13,000 participants certified in CPR/PAD and First Aid in 2014	1000 courses are to be provided and and estimated **13,821** participants certified in CPR/PAD and First Aid in 2015
			Actual	876 Courses Provided with 12,213 participants	866 Courses Provided with 12,791 participants	1,000 Courses Provided with 12,657 participants	1,000 Courses Provided with approximately 13,163 participants	
	Number of Registered (PAD) Public Access Defibrillators – **(AED) Automated External Defibrillators**		Approved	New in 2014			1,425 AED's registered throughout the city in 2014.	**1,495** AED's registered throughout the city in 2015.
			Actual	1,204 AED's registered throughout the city in 2011.	1,335 AED's registered throughout the city in 2012.	1,398 AED's registered throughout the city in 2013.	1,495 AED's registered throughout the city in 2013.	
	Safe City – CPR Courses Provided		Approved	900 Courses Provided 12,000 participants trained in CPR/PAD and First Aid in 2011	900 courses provided and over 12,000 participants certified in CPR/PAD and First Aid in 2012	1000 courses are to be provided and over 13,000 participants certified in CPR/PAD and First Aid in 2013	Replaced by new category "Safe City - Emergency Medical Training Courses Provided"	**N/A**
	Safe City – First-Aid Courses		Approved	500 courses and 700 participants certified in CPR for 2011	500 courses and 700 participants certified in CPR for 2011	550 courses and 770 participants are expected to be certified in CPR for 2013	Consolidated into new category "Safe City - Emergency Medical Training Courses Provided"	**N/A**
	Safe City Automated External Defibrillators (AEDs) training		Approved	1204 AED's installed and managed 24/7 at the end of 2011. Approximately 700 of the AED's are located in City of Toronto sites.	1,284 AEDs installed and managed 24/7 for 2012. Approximately 700 AEDs are located in City of Toronto sites	1,500 AEDs installed and managed 24/7 for 2013. Approximately 730 AEDs are located in City of Toronto sites	Replaced by new category "Safe City - Emergency Medical Training Courses Provided"	**N/A**
	Safe City Automated External Defibrillators (AEDs) maintenance and support		Approved				Replaced by new Category "Number of Registered (PAD) Public Access Defibrillators – (AED) Automated External Defibrillators"	**N/A**

Toronto Paramedic Services provides CPR/Public Access Defibrillator training to both internal and external clients. The Program plans to increase the number of participants per course by 5% every year to minimize the cost in providing these courses.

The number of AEDs registered across the City will increase as the public is made aware of the accessibility of Public Access Defibrillators. In 2014, Toronto Paramedic Services purchased 70 AEDs to ensure widespread access to AEDs in workplaces and public areas across the City and will not be purchasing new equipment in 2015. The Program is projecting an increase of 25 AEDs in 2016 and 2017 with 100% funding from the Heart & Stroke Foundation.

2015 Service Levels

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Community Healthcare Outreach & Referral	859.0	1,052.0	(0.2)	1,051.8	192.8	22.4%	250.0	1,301.8	442.8	51.5%	(594.8)	(45.7%)	12.3	1.7%
Citizen First Response Education	1,813.7	2,063.9	(34.1)	2,029.8	216.0	11.9%		2,029.8	216.0	11.9%	29.9	1.5%	30.0	1.5%
Total Gross Exp.	2,672.7	3,115.9	(34.3)	3,081.6	408.8	15.3%	250.0	3,331.6	658.8	24.7%	(564.9)	(17.0%)	42.3	1.5%
REVENUE														
Community Healthcare Outreach & Referral	547.0	756.7	(1.9)	754.8	207.8	38.0%	250.0	1,004.8	457.8	83.7%	(607.1)	(60.4%)		
Citizen First Response Education	1,437.9	1,497.2	(2.6)	1,494.7	56.8	3.9%		1,494.7	56.8	3.9%	12.4	0.8%	12.4	0.8%
Total Revenues	1,984.9	2,253.9	(4.5)	2,249.5	264.6	13.3%	250.0	2,499.5	514.6	25.9%	(594.7)	(23.8%)	12.4	0.6%
NET EXP.														
Community Healthcare Outreach & Referral	312.0	295.3	1.7	297.0	(15.0)	(4.8%)		297.0	(15.0)	(4.8%)	12.3	4.1%	12.3	4.0%
Citizen First Response Education	375.8	566.6	(31.5)	535.1	159.3	42.4%		535.1	159.3	42.4%	17.5	3.3%	17.6	3.2%
Total Net Exp.	687.8	861.9	(29.8)	832.1	144.3	21.0%		832.1	144.3	21.0%	29.8	3.6%	29.9	3.3%
Approved Positions	16.2	16.2		16.2	(0.0)	(0.1%)		16.2			(3.0)	(18.5%)		

The 2015 Operating Budget for **Community Paramedicine & Emergency Call Mitigation** of $3.332 million gross and $0.832 million net is $0.144 million or 21% over the 2014 Approved Net Budget. The **Community Paramedicine and Emergency Call Mitigation** is a non-emergency, community-based service with a focus on health promotion, system navigation and injury prevention. In this service, referrals are made by paramedics who respond to 911 calls based on a determination that a patient is in need of additional healthcare or support services. This service includes 2 activities which are discussed below:

- The **Community Healthcare Outreach and Referral** activity provides community-based primary medical care and referrals that support aging at home, health promotion, illness and injury prevention for seniors and vulnerable citizens, thereby mitigating emergency 911 calls.
  - The 2015 Operating Budget for Community Healthcare Outreach and Referral of $1.302 million gross and $0.297 million net is $0.015 million or 4.8% under the 2014 Approved Budget.
  - Base budget pressures are due mainly to inflationary increases in salaries and benefits and the 2015 funding for three Community Medicine initiatives (funded 100% by MOHLTC) to support the delivery of primary health care services medically complex patients. These base pressures are more than offset by an increase in Provincial subsidy.
  - The 2015 Operating Budget includes new funding of $0.250 million, fully funded by MOHLTC, for the Community Agency Notification (CAN) system upgrade The CAN program is a communication protocol that notifies community supports about client situations involving contact with paramedics, transport to hospital by Toronto Paramedic Services, or on arrival at emergency departments.

- The **Citizen First Response Education** activity provides citizen first response education and awareness within the community to support medical first response for all health care emergencies thereby mitigating emergency 911 calls.

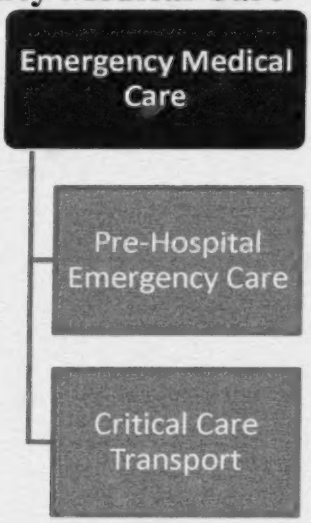
  - The 2015 Operating Budget for Citizen First Response Education of $2.030 million gross and $0.535 million net is $0.159 million or 42.4% over the 2014 Approved Budget.

  - Base budget pressures are mainly due to inflationary increases in salaries and benefits.

  - These base pressures are partially offset by base expenditure savings of $0.034 million resulting from a line by line review of expenditures to reflect actual experience.

  - The 2016 Plan reflects the reversal of one-time funding of $0.607 million gross and revenues for the Community Paramedicine initiatives and for the Community Agency Notification system upgrade impacting both activities.

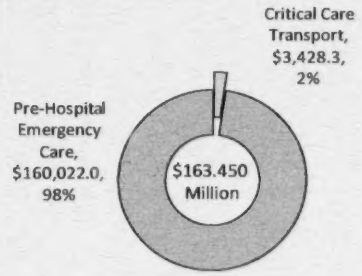
Emergency Medical Care



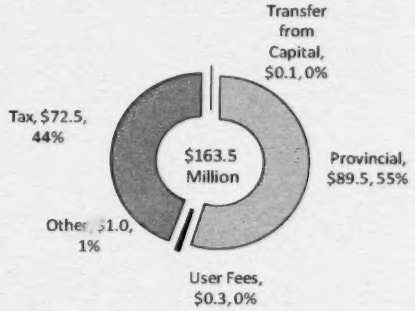
What We Do

- Provide outstanding paramedic-based, mobile health services and emergency medical response, and provide medically appropriate transport for all patients in the community.

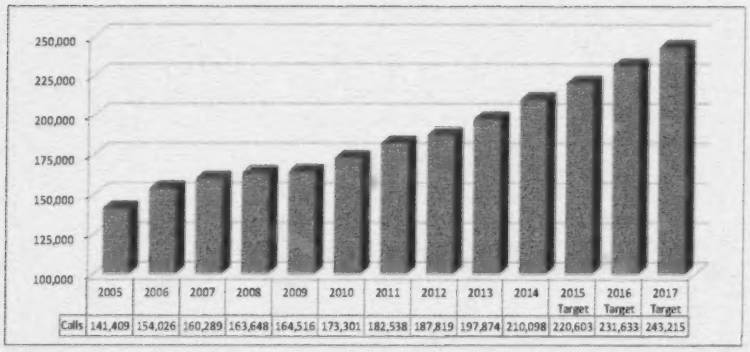
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of Emergency Transports Provided



- The number of Emergency Patient Transports is projected to increase at a rate of 5% per year.
- Emergency Patient Transports rise as Toronto's population grows.
- An aging population also contributes to the increased number of Emergency Patient Transports.

2015 Service Levels
Emergency Medical Care

				Service Levels				
Activity	Type	Sub-Type	Status	2011	2012	2013	2014	2015
Pre-Hospital Emergency Care	Number of Emergency Calls (Unique Incidents)		Approved	New in 2014			During 2014, Toronto EMS expects to respond to 272,165 unique incidents	During 2015, Toronto EMS expects to respond to **285,278** unique incidents
			Actual	252,029	258,541	264,682	274,200	
	Number of Patient Transports		Approved	New in 2014			During 2014, Toronto EMS expects to transport 202,469 patients	During 2015, Toronto EMS expects to transport **220,603 patients**
			Actual	182,538	187,819	197,874	210,098	
	Percentage of Time Response is made to Life Threatening Calls within 8:59 Minutes		Approved	New in 2014			During 2014, Toronto EMS expects to respond to life threatening calls within 8:59 minutes 66% of the time.	During 2015, Toronto EMS expects to respond to life threatening calls within 8:59 minutes **68%** of the time.
			Actual	61%	62%	64%	64.4%	
	Emergency (including Standby) Access		Approved	During 2011, Toronto EMS dispatched a paramedic crew within 2 minutes in 65% of apparently life threatening calls.	In 2012: Toronto EMS expects to dispatch a paramedic crew within 2 minutes in 60% of apparently life threatening calls.	In 2013: Toronto EMS expects to dispatch a paramedic crew within 2 minutes in 60% of apparently life threatening calls.	Service level replaced by a more relevant service level and moved to Emergency Medical Dispatch & Preliminary Care	N/A
	Primary/Advanced Patient Care		Approved	In 2011, EMS arrived at critical calls within 8:59 minutes in 62.9% of cases.	In 2012, EMS arrived at critical calls within 8:59 minutes in 60 % of cases.	In 2013, EMS expects to arrive at critical calls within 8:59 minutes in 60 % of cases.	Replaced by "Percentage of Time Response is made to Life Threatening Calls within 8:59 Minutes" measure.	N/A
	Emergency Transport		Approved	Response time standards vary by type of emergency transport	Response time standards vary by type of emergency transport	Response time standards vary by type of emergency transport	Replaced by "Percentage of Time Response is made to Life Threatening Calls within 8:59 Minutes" measure.	N/A

Toronto Paramedic Services' call demand for emergency medical response has increased over the last ten years and is expected to increase by 5% every year mainly driven by a growing and aging Toronto population. Following this trend, the Program is projecting a 4% and 5% increase over previous year's actual number of patient transports and the number of unique incidents respectively.

The Ministry of Health requires all emergency medical service providers in Ontario to establish an ambulance response time performance. The target for Toronto Paramedic Services to arrive at life-threatening emergency calls is 8:59 minutes 90% of the time. Toronto Paramedic Services is projecting 68%, an improvement over the 2014 response of 64.4% with the addition of 56 paramedic positions.

2015 Recommended Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget									Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Pre-Hospital Emergency Care	147,227.4	156,759.7	(147.2)	156,612.5	9,385.1	6.4%	3,409.5	**160,022.0**	12,794.6	8.7%	6,810.6	4.3%	3,589.8	2.2%
Critical Care Transport	3,441.5	3,430.1	(1.8)	3,428.3	(13.2)	(0.4%)		**3,428.3**	(13.2)	(0.4%)	20.0	0.6%	20.1	0.6%
Total Gross Exp.	150,668.9	160,189.8	(149.0)	160,040.8	9,371.9	6.2%	3,409.5	**163,450.4**	12,781.5	8.5%	6,830.7	4.2%	3,609.9	2.1%
REVENUE														
Pre-Hospital Emergency Care	79,956.8	87,483.3	(85.3)	87,398.1	7,441.3	9.3%	313.0	**87,711.0**	7,754.3	9.7%	2,737.3	3.1%	3,518.8	3.9%
Critical Care Transport	3,158.6	3,214.4	(1.1)	3,213.3	54.7	1.7%	0.3	**3,213.5**	55.0	1.7%	0.1	0.0%	0.1	
Total Revenues	83,115.4	90,697.7	(86.4)	90,611.3	7,495.9	9.0%	313.3	**90,924.6**	7,809.2	9.4%	2,737.4	3.0%	3,519.0	3.6%
NET EXP.														
Pre-Hospital Emergency Care	67,270.6	69,276.4	(61.9)	69,214.5	1,943.8	2.9%	3,096.5	**72,311.0**	5,040.4	7.5%	4,073.3	5.6%	70.9	0.1%
Critical Care Transport	282.9	215.8	(0.7)	215.1	(67.8)	(24.0%)	(0.3)	**214.8**	(68.1)	(24.1%)	19.9	9.3%	20.0	8.5%
Total Net Exp.	67,553.5	69,492.1	(62.6)	69,429.5	1,876.0		3,096.2	**72,525.8**	4,972.2	7.4%	4,093.2	5.6%	90.9	0.1%
Approved Positions	1,115.2	1,115.2		1,115.2			60.0	**1,175.2**	60.0	5.4%	57.0	4.9%		

The 2015 Operating Budget for Emergency Medical Care of $163.450 million gross and $72.526 million net is $4.972 million or 7.4% over the 2014 Approved Net Budget.

The **Emergency Medical Care** services provides emergency and preventative care services to the people of Toronto through activities such as pre-hospital emergency care and inter facility patient transport services. This service includes 2 activities which are discussed below:

- The **Pre-Hospital Emergency Care** provides paramedic treatment on-site for a wide variety of injuries and medical conditions, while also providing supportive patient care and safe transportation to an appropriate medical facility.
  - Pre-Hospital Emergency Care's 2015 Operating Budget of $160.022 million gross and $72.311 million net which is $5.040 million or 7.5% over the 2014 Approved Budget.
  - Base pressures are mainly increases in salaries and benefits due to COLA, Step and Progression Pay and benefit adjustments as well as the annualized cost to reflect full year funding for the 61 positions approved in 2014 totalling $5.461 million.
  - Other base pressure includes $0.150 million to reflect the increased contribution to the Vehicle Reserve to accommodate increased vehicle costs of ambulance vehicles due for replacement.
  - To help mitigate the base pressures, operational efficiency and service changes of $0.149 million gross and $0.063 million net and increase in revenues of $0.326 million consisting mainly of the Provincial share of 50% for operating costs of the Land Ambulance Program.
  - Technical adjustments reflect the transfer of the Nurses Program ($4.243 million) from City Emergency and Major Event Mass Casualty Care service to Emergency Medical Care service to align gross expenditures and subsidies to better reflect the cost of service delivery. There will be no overall impact as this is funded 100% by MOHLTC.
  - The 2015 Operating Budget includes new funding of $3.410 million for 2 new/enhanced service priorities that will fund:

- An increase of 58 positions (56 Paramedics and 2 Superintendent Operations) that requires funding of $3.110 million that will assist PS in meeting the increased emergency call demands and maintain/improve its response time to life-threatening emergency calls (64.4% in 2014) to 68%.
- An increase of 2 positions for a new Primary Care Paramedic (PCP) Program that requires funding of $0.300 million, funded by Toronto Employment and Social Services (TESS) that is aimed at recruiting 15 individuals from diverse communities to become life-saving professionals by mitigating their costs and helping them become self-reliant. This is the first of its kind in Canada.

- The **Critical Care Transport** provides medically appropriate and functionally sound transport for critically ill patients in the greater Toronto area between hospital intensive care units.
  - Critical Care Transport's 2015 Operating Budget of $3.428 million gross and $0.215 million net is $0.068 million or 24.1% below the 2014 Approved Budget.
  - Base budget reductions are mainly due to technical adjustments between activities that are necessary to better reflect the cost of service delivery.
- The 2016 and 2017 Plans include increases in salaries and benefits due to step increments and progression pay increases and annualization costs of the 58 new permanent positions approved in 2015.
- The 2016 and 2017 future year incremental costs also include a funding pressure due to the projected increase of 57 Paramedic positions and 2 Operations Superintendent as recommended by the Fire/EMS Efficiency Review to meet the anticipated 5% increase in emergency call demand.

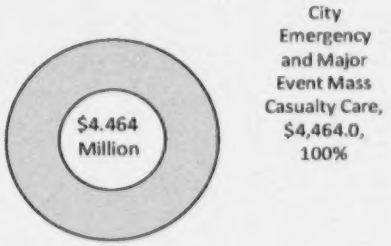
City Emergency & Major Event Mass Casualty Care

City Emergency & Major Event Mass Casualty Care

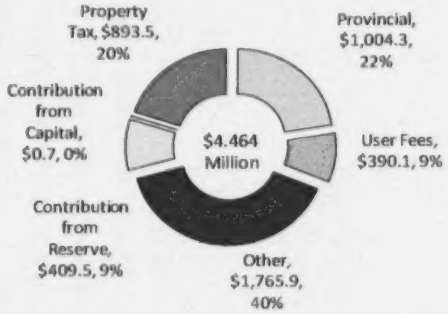
What We Do

- Provide on-site, dedicated medical coverage for a variety of large-scale events and respond to emergencies involving mass casualty victims.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels

2015 Service Budget by Activity

	2014	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
City Emergency and Major Event Mass	6,631.8	2,455.3	(0.8)	2,454.5	(4,177.4)	(63.0%)	2,009.5	**4,464.0**	(2,167.9)	(32.7%)	(1,891.6)	(42.4%)	118.5	4.6%
Total Gross Exp.	6,631.8	2,455.3	(0.8)	2,454.5	(4,177.4)	(63.0%)	2,009.5	**4,464.0**	(2,167.9)	(32.7%)	(1,891.6)	(42.4%)	118.5	4.4%
REVENUE														
City Emergency and Major Event Mass Casualty Care	6,168.4	1,561.4	(0.4)	1,561.0	(4,607.4)	(74.7%)	2,009.5	**3,570.5**	(2,597.9)	(42.1%)	(2,000.1)	(56.0%)	9.4	0.6%
Total Revenues	6,168.4	1,561.4	(0.4)	1,561.0	(4,607.4)	(74.7%)	2,009.5	**3,570.5**	(2,597.9)	(42.1%)	(2,000.1)	(56.0%)	9.4	0.6%
NET EXP.														
City Emergency and Major Event Mass Casualty Care	463.5	893.9	(0.4)	893.5	430.0	92.8%		**893.5**	430.0	92.8%	108.5	12.1%	109.1	10.9%
Total Net Exp.	463.5	893.9	(0.4)	893.5	430.0	92.8%		**893.5**	430.0	92.8%	108.5	12.1%	109.1	9.8%
Approved Positions	10.0	10.0		10.0			4.0	**14.0**	4.0	40.0%	(4.0)	(28.6%)		

The 2015 Operating Budget for City Emergency & Major Event Mass Casualty Care of $4.464 million gross and $0.894 million net is $0.430 million or 92.8% over the 2014 Approved Net Budget.

The **City Emergency and Major Event Mass Casualty Care** service provides medical coverage for a variety of large scale events such as festivals and parades as well as responds to potential mass casualty incidents (fires, multi-patient car accidents, etc.), support for large crowd situations such as festivals and parades.

- Base pressures are mainly due to inflationary increases in payroll and non-payroll of $0.067 million which are partially offset by service changes of $0.008 million gross and $0.004 million net.
- A re-alignment of expenditures resulted in the transfer of $4.243 million for the Nurses Program of $4.243 million from City Emergency and Major Event Mass Casualty Care service to Emergency Medical Care as this initiative falls under the provision of medical care with no overall impact as this is funded 100% by MOHLTC.
- The 2015 Operating Budget includes new funding of $2.010 million to fund Toronto Paramedic Services' preparation and participation in the PanAm/ParaPan Am games scheduled in July/August 2015.
- The Program has introduced a new course for Paramedics called "Tactical Medical Essentials" aimed at enhancing Paramedic's tactical medical skills to gain a better knowledge of tactics to respond in a critical community crisis. This course will generate new revenues of $0.013 million in 2015.

The 2016 and 2017 Plans incremental pressure are mainly attributable to salaries and benefits due to step increments and progression pay increases partially offset by the reversal of $2.010 million in one-time funding for the PanAm Games in 2016.

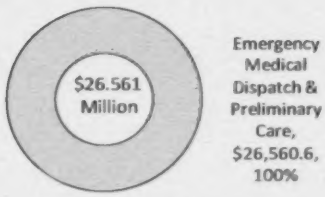
Emergency Medical Dispatch & Preliminary Care

Emergency Medical Dispatch & Preliminary Care

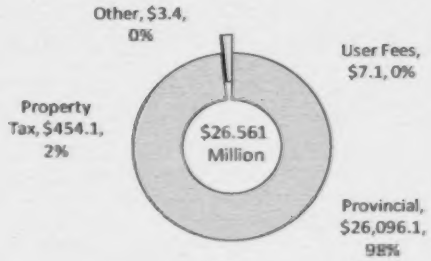
What We Do

- Provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.

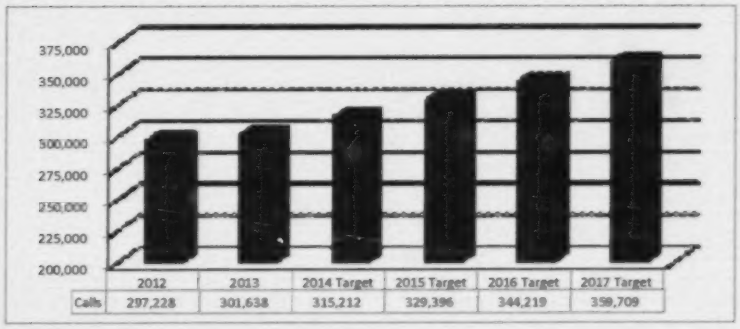
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



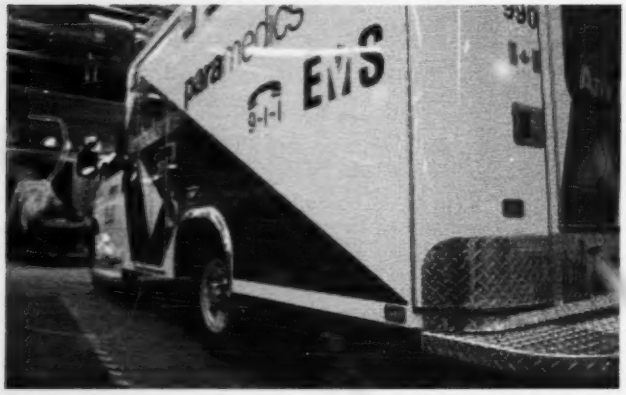
Number of Emergency Calls Processed



- The number of emergency calls to be processed is projected to increase at a rate of 3% to 5% per year.
- Emergency Calls rise as Toronto's population grows.
- An aging population also contributes to the increased number of Emergency Calls received.

2015 Service Budget by Activity

($000s)	2014 Approved Budget $	2015 Operating Budget: Base Budget $	Service Changes $	2015 Base $	Base Budget vs. 2014 Budget $	% Change %	New/ Enhanced $	2015 Budget $	2015 Budget vs. 2014 Budget $	%	Incremental Change: 2016 Plan $	%	2017 Plan $	%
GROSS EXP.														
Emergency Medical Dispatch & Preliminary Care	27,209.0	27,776.6	(1,216.0)	26,560.6	(648.4)	(2.4%)		**26,560.6**	(648.4)	(2.4%)	99.9	0.4%	86.3	0.3%
Total Gross Exp.	27,209.0	27,776.6	(1,216.0)	26,560.6	(648.4)	(2.4%)		**26,560.6**	(648.4)	(2.4%)	99.9	0.4%	86.3	0.3%
REVENUE														
Emergency Medical Dispatch & Preliminary Care	26,805.1	27,315.3	(1,208.8)	26,106.5	(698.6)	(2.6%)		**26,106.5**	(698.6)	(2.6%)	0.2	0.0%	0.2	0.0%
Total Revenues	26,805.1	27,315.3	(1,208.8)	26,106.5	(698.6)	(2.6%)		**26,106.5**	(698.6)	(2.6%)	0.2	0.0%	0.2	0.0%
NET EXP.														
Emergency Medical Dispatch & Preliminary Care	403.9	461.3	(7.2)	454.1	50.2	12.4%		**454.1**	50.2	12.4%	99.7	22.0%	86.1	15.6%
Total Net Exp.	403.9	461.3	(7.2)	454.1	50.2	12.4%		**454.1**	50.2	12.4%	99.7	22.0%	86.1	13.5%
Approved Positions	187.4	186.4		186.4	(1.0)	(0.5%)		**186.4**	(1.0)	(0.5%)				



Toronto Paramedic Services ices

2015 – 2024 Capital Budget and Plan Overview

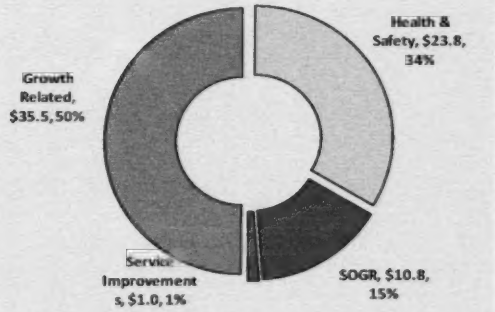
Toronto Paramedic Services (PS) is responsible for providing 24-hour emergency pre-hospital and out-of-hospital medical care and transportation to individuals experiencing injury or illness.

Toronto Paramedic Services currently operates 45 ambulance stations which includes 5 service district centres, and the Toronto Paramedic Services' headquarters that have a total area of just over 289,056 sq. ft. and an estimated replacement value of $122.569 million.

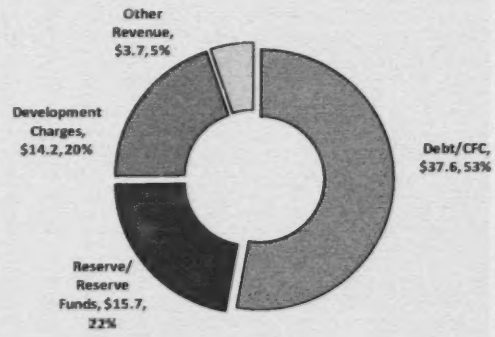
The 2015–2024 Capital Budget and Plan of $71.123 million focuses on the lifecycle replacement of major medical and communications equipment as well as addresses the increase in service demands due to a growing and aging Toronto population by investing in the purchase of additional ambulance vehicles and construction of 3 new stations that will provide multi-function facilities for staff and vehicles to improve the efficient use of City land/assets and more effective use of paramedic resources.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

Toronto Paramedic Services completed the following projects in 2014:

- ✓ The *Medical Equipment Replacement* project at a total project cost of $0.310 million for the replacement of stretchers, stair chairs, scoop stretchers and spine boards.
- ✓ The *Mobile Data Communication* project at a total project cost of $0.322 million for the purchase of mobile data communication hardware and software installed in ambulance vehicles and the communication centre.
- ✓ The p*urchase of power stretchers* for trials and testing of $0.150 million used for the pilot project to determine the best model that can help avoid paramedic injuries in the field.
- ✓ The *Scheduling redesign* project with a total project cost of $0.300 million which implemented changes and upgrades to Toronto Paramedic Services' time management system (TMS) including integrating new card readers for the paramedic sign-in process and incorporating changes to the emergency medical dispatcher schedules.
- ✓ The *Central Ambulance Communication Centre (CACC) & Systems Upgrade* project with total project cost of $0.200 million that upgraded the lighting design for 24/7/365 operations in Toronto Paramedic Services' communication centre.

Key Challenges & Priority Actions

Support for Future Growth - Toronto Paramedic Services' long term plan is to build larger stations that will serve as central deployment stations for more efficient use of City land/assets and more effective use of paramedic resources.

- ✓ The 10-year Plan includes funding for the construction of 3 multi-function stations in the Northwest, Southeast and Northeast districts.

Lost time due to Injuries - Toronto Paramedic Services has the highest number of lost time due to lift related injuries with 1 in 4 paramedics suffering a musculoskeletal lift injury. Stretcher raise/lower and lift in and out of the ambulance are the most frequently identified activities resulting in back injuries.

- ✓ The 10-Year Capital Plan provides $8.000 million to fund the purchase of 200 power stretchers starting in 2016.
- ✓ Toronto Paramedic Services is currently assessing various models of power stretchers to be used for a pilot project in 2014/2015 that can help avoid paramedic injuries in the field.

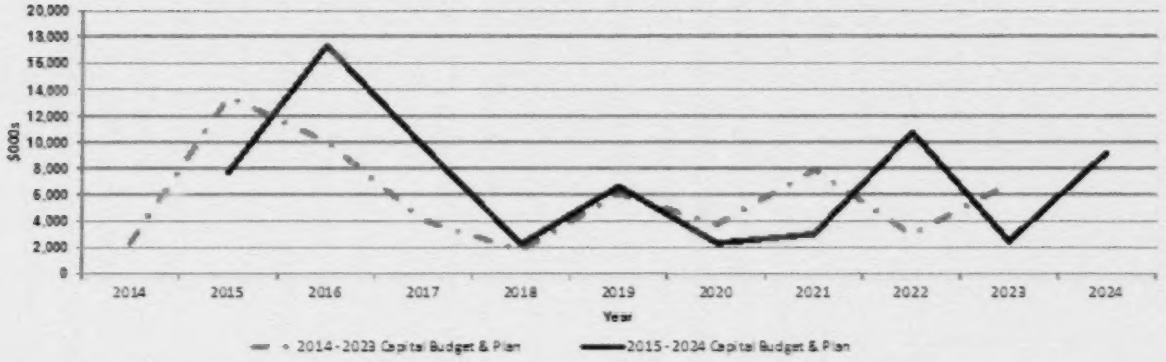
2015 Capital Budget Highlights

The 2015 Capital Budget for Toronto Paramedic Services of $8.485 million, including carry forward funding, will:

- Replace 42% or 84 currently used cardiac monitor defibrillators and purchase 40 new defibrillators;
- Continue to fund the construction of the Northwest District Multi-function Station project and fund the installation of equipment required for the Back-up Communication system at 703 Don Mills to ensure provision of similar capacity and capabilities as the main Communications Centre; and
- Continue the annual replacement purchase of medical equipment (stair chairs, regular stretchers, spine boards, etc) and mobile data equipment installed in approximately 27 ambulances replaced every year.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	2,310	13,460	10,060	4,070	1,760	6,097	3,705	7,905	2,925	6,865		59,157
2015 - 2024 Capital Budget & Plan		7,685	17,360	9,630	2,257	6,606	2,265	2,980	10,700	2,450	9,170	71,123
Change %		-42.9%	72.6%	136.6%	28.2%	8.3%	-38.9%	-62.3%	265.8%	-64.3%		20.2%
Change $		(5,775)	7,300	5,560	497	505	(1,440)	(4,925)	7,775	(4,415)		11,966

Table 1

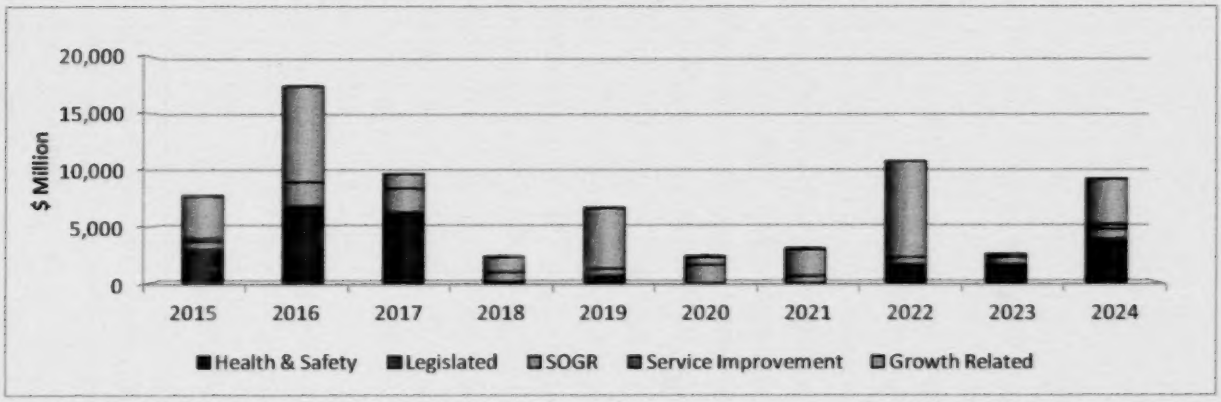
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
Health & Safety													
Portable Radio Replacements			1,000									1,000	1,000
Public Access Defibrillator Program				140	140	662						942	942
Defibrillator Replacement Purchases		2,950	2,950	1,100							2,240	9,240	9,240
Power Stretchers	150		2,850	5,000								7,850	8,000
Power Stretchers Replacements									1,600	1,600	1,600	4,800	4,800
Sub-Total	**150**	**2,950**	**6,800**	**6,240**	**140**	**662**			**1,600**	**1,600**	**3,840**	**23,832**	**19,182**
State of Good Repair													
Mobile Data Communications (2013 2014)	500	75										75	575
Mobile Data Communications		300	300	300	500	300	300	300	300	300	500	3,400	3,400
Dispatch Console Replacement				1,500								1,500	1,500
Ambulance Radio Replacement			1,500				1,000					2,500	2,500
Medical Equipment Replacement		310	310	330	330	330	330	330	350	350	375	3,345	3,345
Sub-Total	**500**	**685**	**2,110**	**2,130**	**830**	**630**	**1,630**	**630**	**650**	**650**	**875**	**10,820**	**11,320**
Service Improvements													
Back-up Communication Centre Upgrades	1,200	300										300	1,500
Station 21 - Sunnybrook										200	455	655	655
Sub-Total	**1,200**	**300**								**200**	**455**	**955**	**2,155**
Growth Related													
NW District Multi function Station	4,705	2,350	8,450									10,800	15,505
SE District - Multi Function Station						4,000	655	2,350	8,450			15,455	15,455
Additional Ambulance (201/ 2019)				1,260	1,287	1,314						3,861	3,861
40 New Defibrillators		1,400										1,400	1,400
NL / SW District - Multi function Station (Land)											4,000	4,000	4,000
Sub-Total	**4,705**	**3,750**	**8,450**	**1,260**	**1,287**	**5,314**	**655**	**2,350**	**8,450**		**4,000**	**35,516**	**40,221**
Total Expenditures by Category	**6,555**	**7,685**	**17,360**	**9,630**	**2,257**	**6,606**	**2,285**	**2,980**	**10,700**	**2,450**	**9,170**	**71,123**	**72,878**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Mobile Data Communications, Medical Equipment Replacement projects.)*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)



As illustrated in the chart above, the 10-Year Capital Plan of $71.123 million primarily provides funding for Growth Related projects which accounts for 49.9% of total funding, Health and Safety projects of 33.5%, followed by State of Good Repair of 15.2% and Service Improvement projects of 1.3%.

- The higher spending levels for Growth Related projects in 2015 and 2016 reflect the construction costs for the Northwest District Multi-function station and for the purchase of additional 40 defibrillators and again in 2020 when most of the construction funding is required for the 2nd

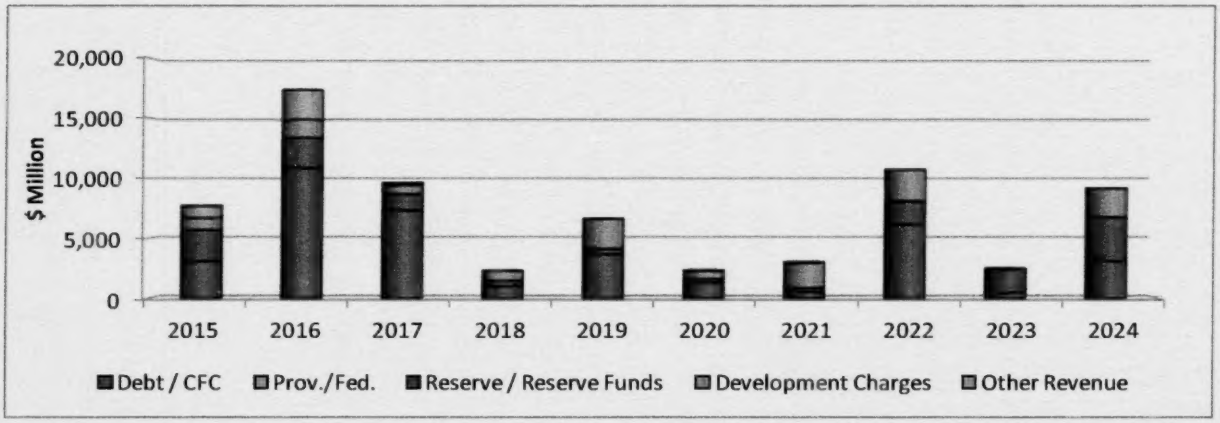
multi-function station in the Southeast district to meet increased service demands and growth across the City.

- Health and Safety projects account for 33.5% of total funding with majority of the funding required in 2015-2017 for the purchase of 200 power stretchers and the replacement of defibrillators. The replacement of the above equipment is scheduled between 2022 to 2024.

The State of Good Repair projects which represent 15.2% of total funding are mainly spread over the 10-Year Plan to reflect the annual maintenance of the mobile data communications hardware and software and the annual replacement of medical equipment such as stair chairs, spine boards, etc. The high levels of funding in 2016 and 2017 reflect the replacement of the 200 ambulance radios and the dispatch console equipment required in the main communications centre.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $71.123 million will be financed by the following sources:

- Debt, which accounts for $37.550 million or 52.8% of the financing over the 10-year period which meets the debt guideline over the 10-year period.
- The Equipment Reserve represents the second largest source of funding with $15.685 million or 22.1% over 10 years for the replacement purchase of defibrillators, power stretchers and medical equipment such as stretchers, stair chairs and defibrillator cables.
  - The Program currently contributes $0.425 million from the operating budget to the Equipment Reserve.
- Development charges represent $14.218 million or 20.0% of funding for the 10-Year Capital Budget and Plan. Development charge funding has been maximized for the construction of three multi function stations in the North West, South East and North West districts and the purchase of 27 new ambulance vehicles.
- Other Revenues of $3.670 million or 5.2% consists of $1.870 million representing the trade-in value of older model defibrillators and $1.800 million Metrolinx funding for the North West District Multi-Function Station project.
  - Metrolinx will provide funding of $1.800 million towards the relocation costs of Station #19 at Keele St. and Eglinton Avenue impacted by Metrolinx's LRT expansion along Eglinton Ave.

Table 2
Net Operating Impact Summary (In $000s)

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Station Security	(75.0)										(75.0)		(75.0)	
NW District Multi-function Station			84.0		(42.0)						42.0		42.0	
Power Stretchers			450.0		(225.0)						225.0		225.0	
New Projects - 2015														
40 New Defibrillators			175.0		(88.0)						87.0		87.0	
New Projects - Future Years														
Additional Ambulance					252.0		132.0		135.0		519.0		387.0	
Southeast District Multi-function Station													51.5	
Total (Net)	**(75.0)**		**709.0**		**(103.0)**		**132.0**		**135.0**		**798.0**		**717.5**	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.718 million net over the 2015 – 2024 period, as shown in the table above.

Capital projects included in the 2015 Capital Budget will require future year funding to sustain the following:

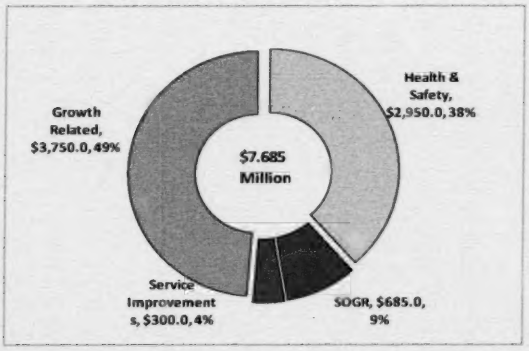
- The anticipated completion of the North West District Multi-function station (Highway 401 and Dufferin Street area) in 2016 will require additional funds of $0.084 million for utilities, materials and supplies in 2016 with a reduction of $0.042 million in 2017 when operating costs become eligible for provincial subsidy of 50%.
- In 2016, an additional contribution to the Equipment Reserve of $0.450 million and $0.175 million are required for the lifecycle replacement of the power stretchers and defibrillators respectively. These costs will be eligible for 50% provincial funding of $0.225 million and $0.088 million respectively in 2017.

Capital projects included in future years will result in additional operating pressures as follows:

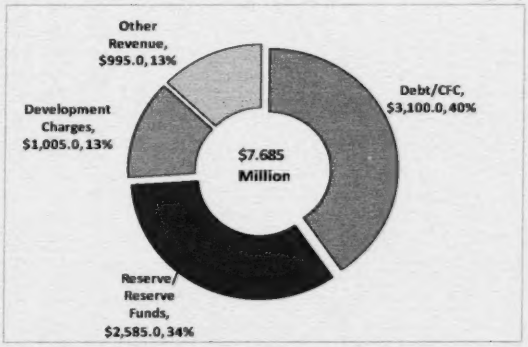
- For 2017 to 2019, the purchase of 9 new ambulance vehicles over 3 years will require increased contributions to the Vehicle Reserve averaging $0.258 million annually for the replacement of these additional ambulance vehicles based on a lifecycle replacement of 5 to 6 years. This contribution will be eligible for 50% subsidy of $0.129 million in 2018.
- For 2022, the anticipated completion of the second multi-function station in the South East District (Toronto-Danforth area) will require additional funding of $0.103 million for utilities, materials and supplies with a reduction of $0.052 million representing the provincial subsidy of 50% in 2023.

Additional provincial subsidy for the operating cost from the Station Security project of $0.150 million for service and monitoring costs approved in 2014 became eligible for 50% provincial subsidy funding of $0.075 million in 2015.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $7.685 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

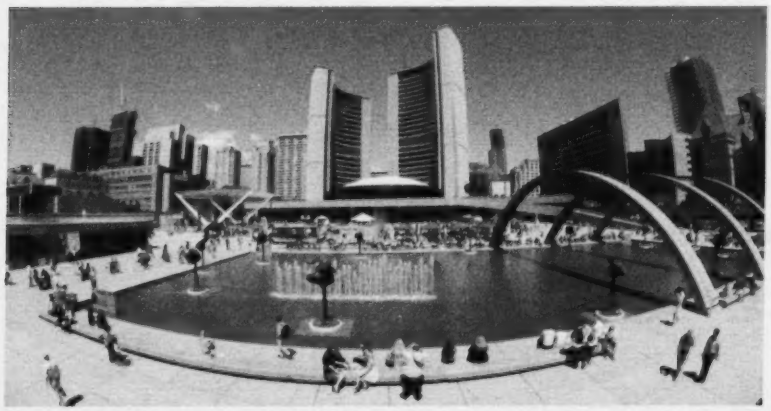
- *Health & Safety ($2.950 million, 38%)*
  - Funding for approximately 85 cardiac monitor defibrillators.
- *State of Good Repair (SOGR) ($0.685 million, 9%)*
  - Funding required for the Mobile Data Communications software / hardware and purchase of medical equipment.
- *Service Improvements ($0.300 million,4%)*
  - Funding to complete the upgrades to the back-up communications system at emergency call centre at 703 Don Mills.
- *Growth ($3.750 million, 49%)*
  - Funding for 40 new cardiac monitor defibrillators and to continue the construction of the Northwest Multi-function station project.

The 2015 Capital Budget is financed primarily by:

- *Debt ($3.100 million, 40%)*
  - Debt financing of $3.100 million is $3.839 million below the debt target of $6.939 million as cash flow funding was re-aligned to reflect revised project completion schedule for previously approved projects.
- *Reserve and Reserve Funds ($2.585 million, 34%)*
  - The Program's Equipment Reserve will mainly be utilized for the purchase of defibrillators and other medical equipment.
- *Development Charges ($1.005 million, 13%)*
  - Development Charges funding has been maximized based on the eligible growth component of the Northwest District Multi-function station project.
- *Other Revenues ($0.995 million, 13%)*
  - Other revenues consist of the trade-in value of older defibrillators for replacement

Operating & Capital Budget Summaries for City Programs and Agencies:

City Building and Infrastructure Services



City Planning

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $43.086 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change $	Change %
Gross Expenditures	41,607.4	43,085.6	1,478.2	3.6%
Gross Revenues	25,999.0	27,477.2	1,478.2	5.7%
Net Expenditures	**15,608.4**	**15,608.4**	**0.0**	**0.0%**

For 2015, City Planning identified $0.523 million in opening base budget pressures arising from the annualized impact of 2014 approved service enhancements as well as $0.525 million in funding required for new service priorities.

The Program was able to offset these pressures through revenue increases that will maintain full cost recovery of services provided. As a result, City Planning will enhance their level of service in 2015 while at the same time absorbing all operating pressures.

2015 Operating Budget Overview

City Planning helps to guide and manage the City's growth and physical form, and the effects on the social, economic and natural environment while striving to enhance the quality of life for Toronto's diverse residential and business communities.

Fast Facts

- 399 reports to six Community Council cycles
- 373 planning applications
- 2,798 Committee of Adjustment applications
- 1,524 heritage permit applications
- 295 community consultations engaging over 13,291 individuals
- 98 competitions resulting new hires and promotions across all functional groups
- 34 project reviews by the Design Review Panel

Trends:

% of Development Occuring within Targeted Growth Areas

% of development occurring within targeted growth areas resulting from the Official Plan policy alignment	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
	84%	86%	86%	80%	80%	80%

- In 2014, the percentage of development occurring within targeted growth areas resulting from the Official Plan policy alignment remained consistent with previous years.
- The Program continues to anticipate a high level of planned growth in 2015, reflected in the target to achieve 80% adherence.

2014 Key Service Accomplishments

- Advanced the Official Plan and Municipal Comprehensive Reviews, including Council adoption of new policies related to employment lands; and analysis and consultation on affordable housing, neighbourhoods, apartment neighbourhoods and transportation components.
- Council adoption of various matters related to the new Zoning By-law including Residential Apartment Commercial zone, marihuana facilities, group homes and technical amendments.
- Council adoption of the Eglinton Connects Planning Study, and advancement of a development permit system framework.
- Case management of large projects including: 3260 Sheppard Avenue East, Regent Park Revitalization: Phases 3-5, Lawrence Heights Phase 1A implementation, Downsview Park Stanley Greene development, 600-620 The East Mall, Mirvish + Gehry proposal, 675 Progress Avenue, and 64-70 Cordova Avenue.
- Area-based studies including: Dufferin Street Avenue Study, McCowan Precinct Study, Port Lands Planning Framework, Lower Yonge Precinct Plan, Billy Bishop Toronto City Airport Review and Queen Street East Planning Study.
- Reviewed applications for alterations to Heritage Buildings for a growing inventory, including major heritage applications; e.g. Massey Hall/Mod development, Mirvish-Gehry application, Victory Soya Mills, 592 Sherbourne Street, Gooderham Mansion, 150 Symes Road, 1 Yorkville and Coca Cola factory, Leaside.
- Completed four studies for Heritage Conservation District studies prioritized Council: King-Spadina, Garden District, Historic Yonge Street, and St. Lawrence.
- Completed the 2014 Toronto Employment Survey, and analyzed and published 2013 Toronto Employment Survey bulletin and "How does the City Grow?" 2014 bulletin.
- Engaged in transportation planning and analysis in support of transportation and transit projects, including: Relief Line Assessment, Gardiner Environmental Assessment, various other Metrolinx Transit Projects, and the Billy Bishop Toronto City Airport and Eireann Quay Transportation Study.
- Continued to enhance public access to planning process information through the Division's on-line Application Information Centre.

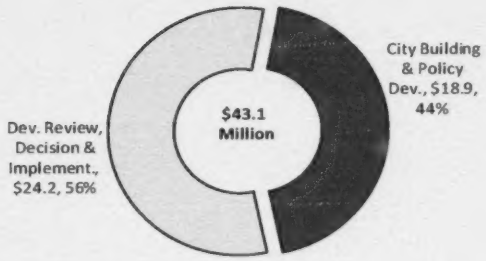
Our Service Deliverables for 2015

City Planning's 2015 Operating Budget of $43.086 million gross and $15.608 million net will provide funding to:

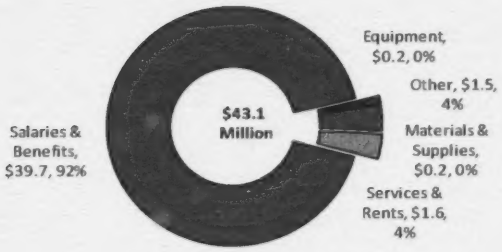
- Continue to process development applications that contribute to the health, growth and tax base of the City.
- Complete the 5-year review of the Official Plan.
- Complete the Municipal Comprehensive Horseshoe).
- Implement legislative changes under the Planning Act, Ontario Heritage Act and the City of Toronto Act, and respond to emerging policy changes, such as provincial policy statements, etc.
- Finalize the Zoning By-law Project, including addressing Ontario Municipal Board appeals and implementation.
- Undertake significant transportation and transit initiatives including: Travel Demand Forecasting, Relief Line Assessment Study, Metrolinx Big Move Plan Review and Update, Consultation for the Scarborough Subway Extension; and review of SmartTrack and Regional Express Rail plans.
- Undertake major revitalization initiatives/studies, including Mimico-Judson Triangle, Steeles/Redlea Regeneration Area Study, Port Lands Planning Framework – Phase 2 and Kennedy Mobility Hub.
- Undertake area-based studies including Sherway Area Study, , Consumers Road Study, Cousins Quay Precinct Plan – Phase 1, Broadview Avenue Study, and the Golden Mile Focus Area Secondary Plan – Phase 1.
- Respond to increased demand for local area studies, including heritage conservation Districts.

Where the money goes:

2015 Budget by Service
$43.086 Million

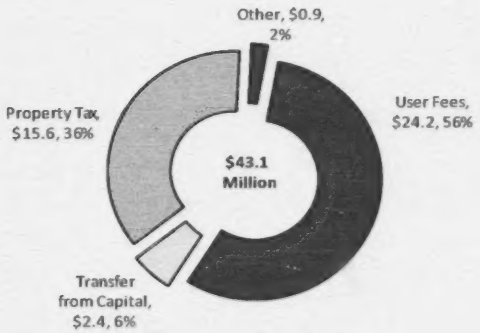


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Increased Service Demand** – As part of the 2014 Budget process, Council approved 5 additional Avenue/Area studies each year; 3 additional Heritage Conservation District (HCD) Studies/Plans in 2014; and 5 additional HCD's per year from 2015 onwards.
  - ✓ The 2015 Operating Budget includes funding of $0.523 million for the annualized impact arising from the increase of 12 positions in 2014 to deliver the increased levels of service.
  - ✓ An additional 8 positions with an associated cost of $0.525 million will deliver the 2015 phase of Council approved Service Level increases.

2015 Operating Budget Highlights

- The 2015 Operating Budget includes funding to:
  - ✓ Increase the Transit Implementation unit by 4 positions to address emerging transit planning requirements in the City, funded from the *Transit Expansion Initiatives* capital project.
  - ✓ Establish an additional position to deliver a work program for legislative initiatives such as zoning by-law, development permit system and provincial policies and plans.
  - ✓ Support residential and employment growth.
  - ✓ Protect existing stable residential neighbourhoods and the natural environment.
  - ✓ Implement waterfront revitalization and renewal.
  - ✓ Support community engagement in and access to the planning of the City.

Program Map

City Planning

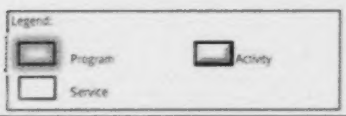
To guide and manage the City's physical change and growth, and the effects on the social, economic and natural environment while seeking to enhance the quality of life for Toronto's diverse residential and business communities.

Development Review, Decision & Implementation

Purpose:
Review development applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.

City Building & Policy Development

Purpose:
Improves the built environment, the integration of land use and transportation, the natural environment, the optimization of the City's waterfront assets, the partnership with planning agencies and other orders of Government, the quality and accessibility of human services and Toronto's economic health, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.



Service Customer

Development Review, Decision & Implementation
- Property Owner(s)
- Community
- Interest Groups
- Applicants
- Business Community
- Residents
- Visitors
- Corporation

City Building & Policy Development
- Property Owner(s)
- Community
- Interest Groups
- Applicants
- Business Community
- Residents
- Visitors
- Corporation

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget			2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget			2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Development Review, Decision & Implementation											
Gross Expenditures	22,596.3	21,854.1	24,010.8	189.7	24,200.5	1,604.2	7.1%	123.9	0.5%	91.0	0.4%
Revenue	22,149.7	24,318.1	24,166.4		24,166.4	2,016.7	9.1%	168.8	0.7%	0.0	0.0%
Net Expenditures	446.7	(2,464.1)	(155.6)	189.7	34.1	(412.6)	(92.4%)	(44.8)	(131.5%)	90.9	72.7%
City Building & Policy Development											
Gross Expenditures	19,011.1	18,386.6	18,550.1	335.0	18,885.1	(126.0)	(0.7%)	81.5	0.4%	79.8	0.4%
Revenue	3,849.4	4,226.3	3,310.8		3,310.8	(538.6)	(14.0%)	(234.5)	(7.1%)	0.2	0.0%
Net Expenditures	15,161.7	14,160.4	15,239.3	335.0	15,574.2	412.6	2.7%	316.0	2.0%	79.7	0.5%
Total											
Gross Expenditures	41,607.4	40,240.7	42,560.8	524.7	43,085.5	1,478.2	3.6%	205.4	0.5%	170.8	0.4%
Revenue	25,999.0	28,544.4	27,477.2		27,477.2	1,478.2	5.7%	(65.7)	(0.2%)	0.2	0.0%
Total Net Expenditures	15,608.3	11,696.3	15,083.6	524.7	15,608.3			271.2	1.7%	170.6	1.1%
Approved Positions	364.5	347.0	365.0	8.0	373.0	8.5	2.3%	(2.0)	(0.5%)		

Note: 2014 Actual Expenditures are System Generated

The 2015 Operating Budget for City Planning is $43.086 million gross and $15.608 million net. The net budget remains the same as 2014 at a 0% increase as a result of the following:

- Base pressures of $0.523 million net were offset by revenue changes/adjustments of $1.048 million, resulting in the 2015 Recommended Base Budget of $15.084 million net which reflects a $0.525 million or 3.4% reduction from the 2014 Approved Budget. These savings/increased revenue within the Base Budget have been utilized to offset the $0.525 million pressure arising from adding 8 positions required to continue the further enhancement of City Planning services.
- The 2015 Operating Budget includes new funding of $0.525 million net primarily within City Building and Policy Development for 8 positions required to implement the second phase of City Planning service enhancements approved by Council in 2014, to deliver 5 additional Avenue / Area Studies per year and beginning in 2015, 5 additional Heritage Conservation District Studies / Plans per year.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay, step and fringe benefits of $0.166 million and $0.171 million respectively.
- In addition, the 2016 Plan includes the annualized impact of $0.375 million for 2015 service enhancements, somewhat offset by $0.270 million in annualized revenue arising from the May 1, 2015 implementation of a 4.9% increase to community planning fees.

Approval of the 2015 Operating Budget resulted in City Planning increasing its total staff complement by 8.5 positions from 364.5 to 373.0 as highlighted in the table below:

Table 2
2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced				Total Service Changes			Incremental Change			
	Development Review, Decision & Implementation		City Building & Policy Development		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
Enhancing City Planning Services - Area Studies	92.9	92.9	109.0	109.0	201.9	201.9	3.0	144.2			
Enhancing City Planning Services - HCD Plans / Studies	71.7	71.7	167.2	167.2	238.9	238.9	4.0	170.6			
Legislative Initiatives (SIPA)	25.2	25.2	58.7	58.7	83.9	83.9	1.0	59.9			
Sub-Total	189.7	189.7	335.0	335.0	524.7	524.7	8.0	374.8			
Total	189.7	189.7	335.0	335.0	524.7	524.7	8.0	374.8			

Enhanced Service Priorities ($0.525 million gross & net)

2015 Implementation of 2014 Standing Committee Service Level Review Impacts

- At the October 8, 9 and 10, 2013 meeting, City Council approved service level increases for City Planning. As part of the 2014 Budget process funding of $0.789 million was approved for 12.0 positions to deliver this increased level of service.
  - Council also directed that the necessary resources be added to the 2015 Operating Budget to implement the final phase of these service enhancements.
- The following service enhancements have been approved for City Planning to deliver the Council approved increased level of service for 2015:

5 Additional Area or Avenue Studies

- Council approved 5 additional Avenue or Area studies be added to the work plan for 2014, and time be built into the base budget so that the backlog of Avenue and Area Studies is completed by the time of the next Official Plan Review in 5 years.
- The 2015 Operating Budget includes an additional $0.202 million in 2015, with annualized impacts of $0.144 million in 2016 for the 3 new positions (in addition to 5.0 positions added in 2014), to continue progress on this directed service enhancement.

5 Heritage Conservation District Studies Per Year

- Council approved the initiation of 3 new Heritage Conservation District Studies/Plans be added to the Program's work plan for 2014, to be started as the 3 Heritage Conservation District currently forecast for completion are concluding; and build the base capacity to initiate and complete 5 Heritage Conservation Districts per year, beginning in 2015.
- The 2015 Operating Budget includes funding of $0.239 million in 2015, with annualized impacts of $0.171 million in 2016 for 4.0 new positions (in addition to 2.0 positions added in 2014) to initiate 5 new Heritage Conservation District Studies/Plans in 2015.

Legislative Initiatives - Strategic Initiatives, Policy & Analysis (SIPA)

- Strategic Initiatives, Policy & Analysis (SIPA) develops leading edge policies based on extensive research in land use, housing, economy, community services. SIPA also provide many services to other Divisions, Council, public agencies and the public.
- The 2015 Operating Budget includes funding of $0.084 million in 2015, with annualized impacts of $0.060 million in 2016 to create an additional manager position to lead a newly established unit that will deliver a work program within SIPA to address legislative initiatives such as the zoning by-law, development permit system and provincial policies and plans.
- This unit was established through a 2014 reorganization within City Planning.

2015 Operating Budget approvals will result in a 2016 net increase of $0.271 million and a 2017 incremental net cost of $0.171 million to maintain the 2015 level of service as discussed in the following section.

Table 3
2016 and 2017 Plan by Program

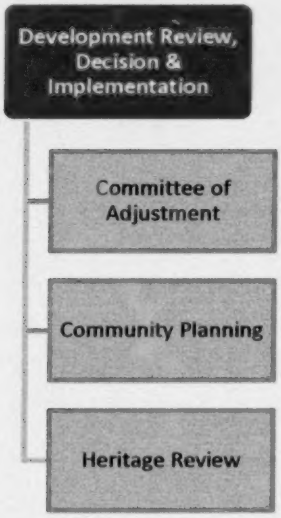
	2016 - Incremental Increase					2017 - Incremental Increase				
Description ($000s)	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	165.6		165.6			170.8		170.8		
Completion of the Zoning Bylaw Project	(175.7)	(175.7)			(2.0)					
Zoning By-Law - Reduction of Legal IDC	(159.3)	(159.3)								
Community Planning Fee (4.9% Increase Effective May 1, 2015)		269.3	(269.3)							
New Service Priorities (Annualization)										
Enhancing City Planning Services - Area Studies	144.2		144.2							
Enhancing City Planning Services - HCD Plans / Studies	170.6		170.6							
Legislative Initiatives (SIPA)	59.9		59.9							
Sub-Total	205.3	(65.7)	271.0		(2.0)	170.8		170.8		
Total Incremental Impact	205.3	(65.7)	271.0		(2.0)	170.8		170.8		

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay, step and fringe benefits increases will result in a pressure of $0.166 million net in 2016 and $0.171 million net in 2017.
  - Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations.
- A reduction of 2.0 temporary positions and the reversal of related salary expenditures and recovered revenues will occur in 2016 following completion of the *Zoning By-Law* capital project.
- The annualized impact of 2015 user fee increases above the rate of inflation (savings of $0.269 million) and the 2015 recommended service enhancements (pressure of $0.375 million) will also impact the 2016 plan.
-

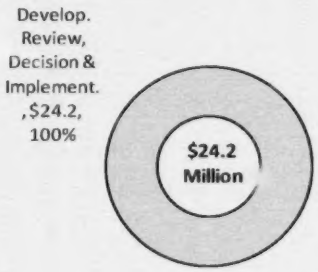
2015 Budget by Service: Development Review, Decision & Implementation



What We Do

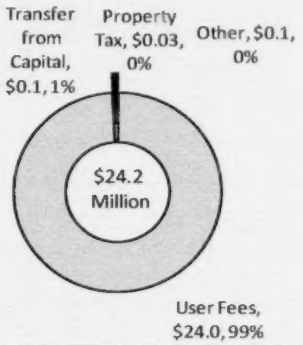
- Review applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.

2015 Service Budget by Activity ($Millions)

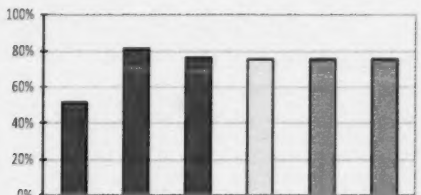


Budget not assigned at the Acticity Level

Service by Funding Source ($Millions)



% of Committee of Adjustment Applications Process with a Hearing Date (60 Days from Receipt)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of Committee of Adjustment applications processed with a hearing date (within 60 days of application receipt)	51%	81%	76%	75%	75%	75%

- City Planning continues to maintain substantial growth in the % of Committee of Adjustment applications that have been process with a hearing date (within 60 days of application receipt) since 2012.
- In 2014, City Planning is projecting to exceed their target with a level of 76%.
- The 2015 Recommended Operating Budget is targeting the continued delivery at 75%.

2015 Service Levels

Development Review, Decision & Implementation

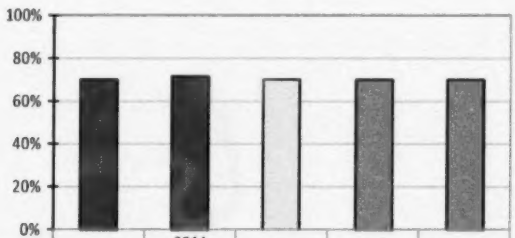
Type	Sub-Type	Service Levels 2012	2013	2014	2015
Minor variance		2567 applications		75% of applications have Committee hearing within 60 days of application receipt	75% of applications have Committee hearing within 60 days of application receipt
Consent		342 applications		75% of applications have Committee hearing within 60 days of application receipt	75% of applications have Committee hearing within 60 days of application receipt
Judicial Boards & Commission Appearances	Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board)	100% of Ontario Municipal Board hearings requiring City Planning attendance			100% of Ontario Municipal Board hearings requiring City Planning attendance
Public engagement and information facilitation	Community Consultation Meetings & Working Group	Coordinate and attend 100% of all meetings required		Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor	Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor
Teams, task forces, and committee guidance and participation		Provide City Planning representation at 100% of teams, task forces and committee meetings/activities			Provide City Planning representation at 100% of teams, task forces and committee meetings/activities
Planning Act Applications	Official Plan Amendment/Zoning By-law Amendment Application	62% of Complex Applications are completed within 9 - 18 months		80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months
	Condominium Amendment Application	54% of Routine Applications are completed within 4 - 8 months		100% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months
	Part Lot Control Application	62% of Complex Applications are completed within 9 - 18 months	62% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months
	Site Plan Approval Application	54% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months		65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months	65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months
Planning Act Applications	Plans of Subdivision Application	62% of Complex Applications are completed within 9 - 18 months		80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months
	Holding Designation Removal Application	62% of Complex Applications are completed within 9 - 18 months		80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months
	Interim Control By-law	100% of all interim control by-law requests are processed		Process 100% of all interim control by-law requests	Process 100% of all interim control by-law requests
City of Toronto Act Applications	Rental Demolition & Conversion Control By-law Applications (Municipal Code)	6 applications		10 applications	10 applications

Type	Sub-Type	Service Levels 2012	2013	2014	2015
Ontario Heritage Act (OHA) Applications	Alteration Permits - Part IV	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Demolition Permits - Part IV	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Alteration Permits - Part V	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Demolition Permits - Part V	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Archaeological Review	Screen all applications			Screen all applications
Development Implementation	Review of detailed design at development implementation stage and ensuring conditions of approval are met	As required - linked to Building Permit Applications			As required - linked to Building Permit Applications
Developer Public Art Implementation	Public Art Commitment/Plan	Approximately 25 public art projects and plans approved per year			Approximately 25 public art projects and plans approved per year
Design Review Panel		Review 30 projects			Review 30 projects
Section 37 Implementation		48 agreements			48 agreements
Information Management and Development Tracking	Tracking progress of applications through the approval process and measuring impacts of development activity	Track 100% of applications within 5 days			Track 100% of applications within 5 days

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Service Performance

Quality Measure – % of Permits Approved within 3 Days (Heritage Properties)



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of permits for heritage properties approved within 3 business days	70%	72%	70%	70%	70%

- Heritage conservation is a priority in the development of the City. As such, City Planning targets an approval of 70% of permits for heritage properties within 3 business days.
- The 2015 target of 70% has increased from the prior year targets of 65% in 2013 and 68% in 2014 in part due to the implementation of e-service delivery.
- Future year percentage of approvals in 3 days are planned to continue at current levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Development Review, Decision & Implementation	22,596.3	24,010.8		24,010.8	1,414.4	6.3%	189.7	**24,200.5**	1,604.2	7.1%	123.9	0.5%	91.0	0.4%
Total Gross Exp.	22,596.3	24,010.8		24,010.8	1,414.4	6.3%	189.7	**24,200.5**	1,604.2	7.1%	123.9	0.5%	91.0	0.4%
REVENUE														
Development Review, Decision & Implementation	22,149.7	23,118.8	1,047.6	24,166.4	2,016.7	9.1%		**24,166.4**	2,016.7	9.1%	168.8	0.7%		
Total Revenues	22,149.7	23,118.8	1,047.6	24,166.4	2,016.7	9.1%		**24,166.4**	2,016.7	9.1%	168.8	0.7%		
NET EXP.														
Development Review, Decision & Implementation	446.7	891.9	(1,047.6)	(155.6)	(602.3)	(134.8%)	189.7	**34.1**	(412.6)	(92.4%)	(44.9)	(131.7%)	91.0	72.7%
Total Net Exp.	446.7	891.9	(1,047.6)	(155.6)	(602.3)	(134.8%)	189.7	**34.1**	(412.6)	(92.4%)	(44.9)	(131.7%)	91.0	72.7%
Approved Positions	204.2	204.2		204.2	(0.0)	(0.0%)	2.9	**207.1**	2.9	1.4%	(0.6)	(0.3%)		

The 2015 Operating Base Budget for Development Review, Decision & Implementation of $24.201 million gross and $0.034 million net is $0.413 million or 92.4% below the 2014 Approved Net Budget.

The ***Development Review, Decision & Implementation Service*** reviews applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.

- Aside from base budget pressures attributable to salary and benefit increases for COLA, step increases, progression pay and the annualized impact of 2014 enhancements of $0.788 million which are common across both City Planning services, pressures specific to Development Review, Decision & Implementation include costs of $0.237 million arising from the realignment of gross expenditures between the 2 services as well as inflationary increases for postage expenses of $0.022 million.

- Revenue increases attributed to both volume based revenue adjustments and increases to revenues resulting from fee increases both in line with and above inflation are entirely generated in the Development Review, Decision & Implementation service. This accounts for 88% of all City Planning budgeted revenue, and will not only offset the base budget pressures in this service but also the base budget and enhanced service pressures included in the City Building and Policy Development service.

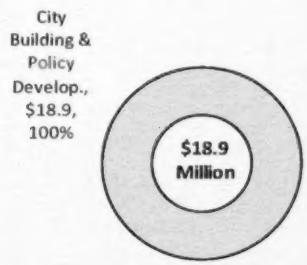
- The 2015 Operating Budget for Development Review, Decision & Implementation includes new funding of $0.190 million gross and net for the recommended service enhancements, representing 36% of the required costs included in this service for all enhancements.

2015 Budget By Service: City Building & Policy Development

What We Do

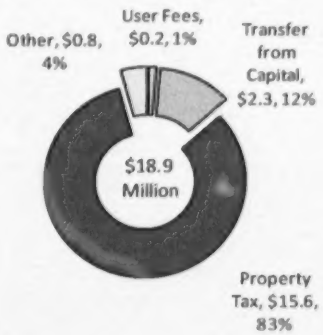
- Improve the built and natural environment, the integration of land use and transportation, the optimization of the City's waterfront assets, access to community services and facilities, foundation for a strong and diverse economic base, conservation of heritage resources, design of "Special Places" as part of the public realm infrastructure, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

2015 Service Budget by Activity ($Millions)

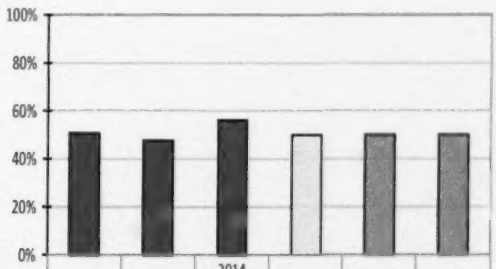


Budget not assigned at the Acticity Level

Service by Funding Source ($Millions)



% of Approved Residential Units within 500m of Higher Order Transit



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of approved residential units within 500m of higher order transit	51%	48%	56%	50%	50%	50%

- In keeping with the objective of the service to integrate land use and transportation, City Planning targets to achieve 50% of approved residential units to be within 500m of higher order transit.
- As reflected in the 2014 actual experience, City Planning is projecting to exceed this target.
- The 2015 and future year plans remain at a 50% target.

2015 Service Levels

City Building & Policy Development

Type	Sub-Type	Service Levels 2012	2013	2014	2015
Judicial Boards & Commission Appearances	Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board)	100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.			100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.
	Attendance at Judicial Boards & Commissions (eg. Heritage Review Board)	100% of hearings requiring City Planning attendance are fulfilled.			100% of hearings requiring City Planning attendance are fulfilled.
Public engagement and information facilitation	Community Consultation Meetings & Working Group	100% of all meetings required are coordinated and attended			100% of all meetings required are coordinated and attended
Teams, task forces, and committee guidance and participation		Provide City Planning representation at 100% of teams, task forces and committee meetings/activities			Provide City Planning representation at 100% of teams, task forces and committee meetings/activities
Heritage Designations & Listings		Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public.			Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public.
Heritage Tax Rebate Program		Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.			Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.
Heritage Grant Program		Review all applications and present eligible ones to evaluation committee			Review all applications and present eligible ones to evaluation committee
Places		12 public spaces 100% of the time			12 public spaces 100% of the time
Civic Design Service for Infrastructure Improvements		10 Infrastructure improvement projects 90% of the time		10 Infrastructure improvement projects	10 Infrastructure improvement projects
Official Plan Policies (city-wide & local)	City-wide	Official Plan in force 2006, Official Plan Review 2011 - 2012	Official Plan in force 2006, Official Plan Review 2011 - 2013		Official Plan in force 2006, Official Plan Review 2011 - 2013
	Local	As directed by Council			As directed by Council
	Comprehensive Zoning By-law (Development & Maintenance)	Less than 10% of annual target achieved thus far in	Undertake comprehensive Zoning By-law Review		Undertake comprehensive Zoning By-law Review
Implementation Plans, Studies & Guidelines	Secondary Plan Study	Completed 1	1 Secondary Plan	Complete 18 city building studies / Complete 75% of the city building studies to the timeline identified to the community or approved	Complete 18 city building studies / Complete 75% of the city building studies to the timeline identified to the community or approved
	Avenue Studies	2 Avenue Studies by-laws pending	2 Avenue Studies		
	Area Studies	Completed 8 Area Studies			
	Environmental Assessments	Complete 1 per year			
	Transportation Master Plan	Complete 1 per year			
	Heritage Management Plan	Heritage Management Plan completed and reviewed			Heritage Management Plan completed and reviewed
	Heritage Conservation District Studies	Create standardized procedure and create plans for adoption with Community and Consultant		Complete 3 HCD Studies and/or Plans, and initiate 3 new HCD Studies when 3 studies completed	Complete 3 HCD Studies and/or Plans, and initiate 3 new HCD Studies when 3 studies completed
	Archaeological Master Plan	Prepare maps, policy and requirements for archaeological screening in phases over 5 years			Prepare maps, policy and requirements for archaeological screening in phases over 5 years

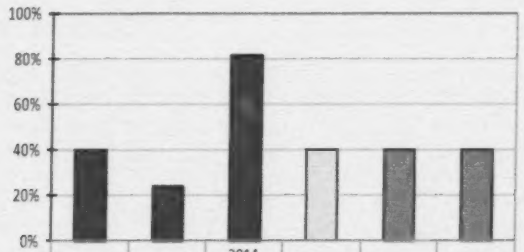
Type	Sub-Type	Service Levels 2012	2013	2014	2015
Implementation Plans, Studies & Guidelines	Community Improvement Plans	Complete 2 C.I.P.'s			Complete 2 C.I.P.'s
	Community Services & Facility Studies and Strategies	Ongoing studies 8; new 4; application review 11			Ongoing studies 8; new 4; application review 11
	City-wide Urban Design Guidelines	1 City-wide Urban Design Guideline / year 90% of the time		1 City-wide Urban Design Guideline or Review	1 City-wide Urban Design Guideline or Review
	Site-specific Urban Design Guidelines	4 Site-specific Urban Design Guidelines / year			4 Site-specific Urban Design Guidelines / year
	Toronto Green Standard	Council Mandated / City By-Law			Council Mandated / City By-Law
Inter-regional / Inter-governmental	Legislative Change	Prepare policy recommendations for Council on legislative proposals			Prepare policy recommendations for Council on legislative proposals
	Provincial Plans & Policy	Prepare policy recommendations for Council on new or proposed changes to, provincial plans			Prepare policy recommendations for Council on new or proposed changes to, provincial plans
	Transportation Planning	Represent the City of Toronto on Regional Transportation Planning Issues, report to City Council when required. Attend tribunals to support City Council Decisions when necessary.			Represent the City of Toronto on Regional Transportation Planning Issues, report to City Council when required. Attend tribunals to support City Council Decisions when necessary.
	Adjacent Municipalities	Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.			Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.
Surveys	Employment Survey	100% survey completion within timeframes			100% survey completion within timeframes
	Resident Surveys	Surveys currently being conducted as part of Official Plan Review			Surveys currently being conducted as part of Official Plan Review
	Transportation Surveys	Surveys being conducted as part of 5-year Official Plan Review			Surveys being conducted as part of 5-year Official Plan Review
	Transportation Tomorrow Survey	Data collected is essential to ongoing monitoring of the Official Plan and other Council policies			Data collected is essential to ongoing monitoring of the Official Plan and other Council policies
Monitoring	Demographic, Economic, Social, Environmental	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs			Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs
	Regional Growth Patterns	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs			Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs

Type	Sub-Type	Service Levels 2012	2013	2014	2015
Monitoring	Development Activity (city-wide & regional)	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs			Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs
	Section 37 Tracking	2010 statistics: 48 s.37 and 20 s.45 applications logged; 67 payments logged and notifications sent out; 249 database reports produced; 7 budget motions and 11 undertakings drafted; 35 enquiries re: availability of funds	Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions		Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions
Forecasting	Population Projections	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Employment Projections	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Housing Capacity Assessment	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Employment Land Assessment	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Transportation Demand Forecasting for all City and TTC Environmental Assessments	Travel Demand forecast essential to the Environmental Assessment process.			Travel Demand forecast essential to the Environmental Assessment process.
Waterfront Project	Tri-government / Waterfront Toronto partnership	As required by the Act and City Council			As required by the Act and City Council
	Financial Management of Tri-government commitment	As required by the Act and City Council			As required by the Act and City Council
	Waterfront Capital Project Management	Compliance with Contribution Agreement			Compliance with Contribution Agreement
	Waterfront Municipal Ownership Transfer	Compliance with Contribution Agreement and business transactional requirements			Compliance with Contribution Agreement and business transactional requirements
Corporate	Facilitation of Inter-jurisdictional Cooperation	As directed by Council			As directed by Council
	Delivery of City-led Capital Projects	As directed by Council			As directed by Council

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Service Performance

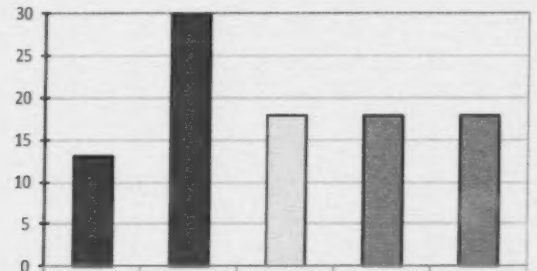
Quality Measure:
% of Approved Non-Res Gross Floor Area within 500m of Higher Order Transit



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of approved non-residential gross floor area within 500m of higher order transit	40%	24%	82%	40%	40%	40%

- The Program also targets approval of non-residential growth in areas of higher order transit.
- City Planning plans to achieve this 40% of the time (based on gross floor area).
- Actual experience is subject to variation based on market activity and large scale developments as seen in 2014 with the increase in approved office space close to transit, particularly in the downtown.

Outcome Measure:
# of City Building Studies Completed



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of city building studies completed	13	30	18	18	18

- Increases in both funding and staff levels in recent years have supported an increase in the level of pro-active city building studies.
- This is reflected in the increase in studies completed in 2014 from the 2013 experience and also relates to completions of multiyear studies in the final year of the Council term.
- City Planning will continue to target the completion of 18 city building studies for 2015 and future years.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
City Building & Policy Development	19,011.1	18,550.1		18,550.1	(461.0)	(2.4%)	335.0	18,885.1	(126.0)	(0.7%)	81.5	0.4%	79.8	0.4%
Total Gross Exp.	19,011.1	18,550.1		18,550.1	(461.0)	(2.4%)	335.0	18,885.1	(126.0)	(0.7%)	81.5	0.4%	79.8	0.4%
REVENUE														
City Building & Policy Development	3,849.4	3,310.8		3,310.8	(538.6)	(14.0%)		3,310.8	(538.6)	(14.0%)	(234.5)	(7.1%)	0.2	0.0%
Total Revenues	3,849.4	3,310.8		3,310.8	(538.6)	(14.0%)		3,310.8	(538.6)	(14.0%)	(234.5)	(7.1%)	0.2	0.0%
NET EXP.														
City Building & Policy Development	15,161.7	15,239.3		15,239.3	77.6	0.5%	335.0	15,574.2	412.6	2.7%	316.0	2.0%	79.6	0.5%
Total Net Exp.	15,161.7	15,239.3		15,239.3	77.6	0.5%	335.0	15,574.2	412.6	2.7%	316.0	2.0%	79.6	0.5%
Approved Positions	160.4	160.9		160.9	0.5	0.3%	5.1	166.0	5.6	3.5%	(1.4)	(0.7%)		

The 2015 Operating Base Budget for City Building & Policy Development of $18.885 million gross and $15.574 million net is $0.413 million or 2.7% above the 2014 Approved Net Budget.

The ***City Building & Policy Development Service*** improves the built and natural environment, the integration of land use and transportation, the optimization of the City's waterfront assets, access to community services and facilities, foundation for a strong and diverse economic base, conservation of heritage resources, design of "Special Places" as part of the public realm infrastructure, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

- Base budget pressures of $0.836 million in City Building & Policy Development are attributable to salary and benefit increases for COLA, step increases, progression pay and the annualized impact of 2014 enhancements. These pressures are common across both City Planning services.
- Pressures specific to City Building & Policy Development include costs of $0.505 million required to fund the impact of the Transit Implementation Unit established in 2014. This cost is fully offset by a related recovery from the *Transit Expansion Initiatives* capital project that the added staff will support.
- Additional service specific savings of $0.250 million arise from the realignment of gross expenditures between the 2 services.
- The 2015 Operating Budget for City Building & Policy Development includes new funding of $0.335 million gross and net for the recommended service enhancements for Avenue & Area Studies; Heritage Conservation District Studies / Plans; and within Strategic Initiatives, Policy & Analysis. The costs of these enhancements primarily reside in the City Building & Policy Development service.

City Planning

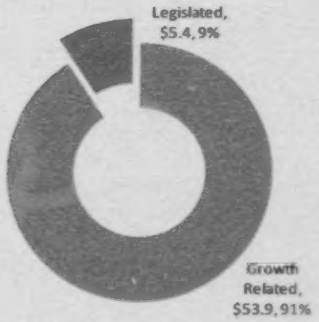
2015 – 2024 Capital Budget and Plan Overview

City Planning helps to guide the way the city looks and grows by working with the community and other City divisions to set goals and policies for development, while taking into consideration important social, economic and environmental concerns.

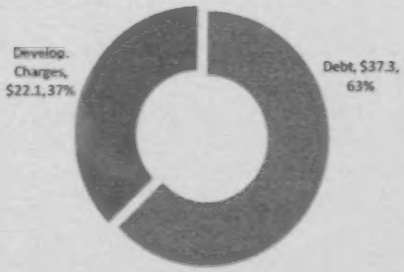
The 2015–2024 Capital Budget and Plan of $59.302 million provides funding for Legislated and Growth-Related projects that focus on achieving and reinforcing the on-going legislated and statue based requirements related to the City's Official Plan, Zoning By-Law and Archaeological Management Plan Phase II; in addition to undertaking various growth-related studies; and creating great public places.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Commenced or completed several Civic Improvement – Places projects including the Lakeshore bridge over Etobicoke Creek; the Edgewood Parkette; the intersection of Ranee Avenue and the Allen Road; first phase of Kingston Road- Birchmount to Warden; the Spadina Road bridge over Nordheimer ravine; and the intersection of Bay Street and Davenport Road.
- Official Plan Amendment 214 which amended the Section 37 policies to facilitate the provision of affordable rented residential condominiums came into full force as of February 24, 2014.
- The EGLINTONconnects Planning Study was completed and approved by Council in May 2014. It includes a new vision for the 19 kilometre length of the Eglinton Crosstown LRT which will be implemented over time through 21 recommendations for travelling, greening and building on Eglinton
- The commencement and/or completion of various Growth Studies (Local Area) including the McCowan Precinct Plan – Streets and Block Plan Study; the Midtown in Focus - A Streets, Parks and Open Space Master Plan for Yonge Eglinton; the Sherway Area Study; and the Port Lands Planning Framework.
- The completion of three Heritage Conservation District studies for King-Spadina, the Garden District and the St. Lawrence Neighbourhood (King-Parliament-Old Town).

Key Challenges & Priority Actions

Support for Future Growth – The continued focus of supporting future growth in the City through proactive planning initiatives.

- ✓ $25.960 million in funding for growth related studies is included in the 10-Year Capital Plan to help guide the way the City grows.

New Zoning By-law – The need for support of legal challenges has extended project timelines into 2015.

- ✓ $0.335 million in additional funding has been added to the 2015 Capital Budget to support on-going legal challenges at the Ontario Municipal Board.

Civic Improvement Places Project – Coordination with other City Programs is required for identified projects that will enhance the quality of the City's open spaces within the road allowance.

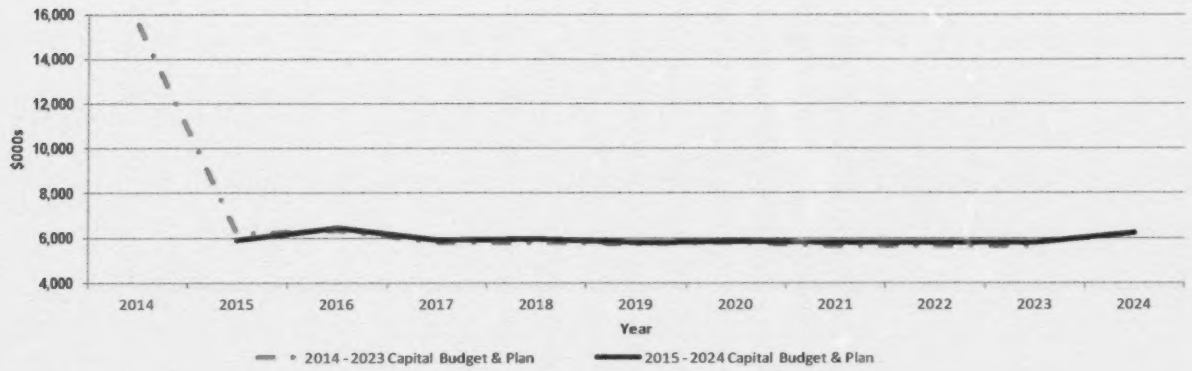
- ✓ A list of alternative projects identifies work that is ready to proceed in the event that planned projects cannot move forward in 2015.

2015 Capital Budget Highlights

The 2015 Capital Budget for City Planning of $7.395 million, including carry forward funding, will:

- $2.940 million to begin 9 Places projects including streetscape improvements along Victoria Park and Lawrence Avenue West; upgrades to the Discovery Walk system; and support for a lighting installation on the Bloor Street Viaduct.
- $0.335 million in 2015 to ensure appropriate legal and planning resources are available to continue to defend the City-wide Zoning Bylaw before the Ontario Municipal Board.
- $3.990 million for Development Charge Funded Studies that will focus on undertaking growth related studies, including: Avenue Studies; Transportation & Transit Planning Studies; Local Area Studies; Secondary Plans; and for the first time in 2015 the ability to commence 5 Heritage Conservation District Studies.

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	15,526	6,142	6,347	5,770	5,800	5,733	5,763	5,638	5,638	5,638		67,995
2015 - 2024 Capital Budget & Plan		5,895	6,416	5,903	5,931	5,803	5,834	5,768	5,768	5,768	6,216	59,302
Change %		-4.0%	1.1%	2.3%	2.3%	1.2%	1.2%	2.3%	2.3%	2.3%		-12.8%
Change $		-247	69	133	131	70	71	130	130	130		-8,693

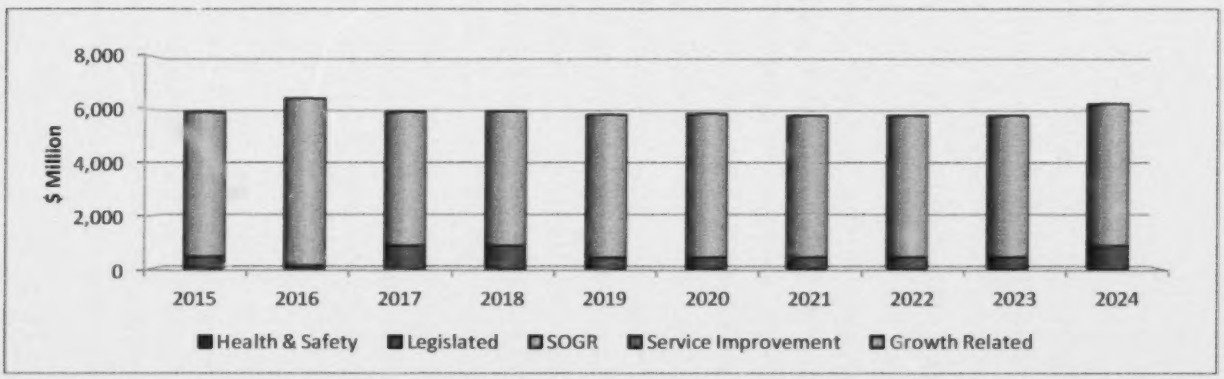
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
New Official Plan													
5-Year Review of the Official Plan - 2017				750	750	300	300					**2,100**	2,100
5-Year Review of the Official Plan - 2024											750	**750**	2,100
New Zoning Bylaw													
Support for Legal Challenges	2,555	335										**335**	2,890
Official Plan Compliance Review								315	315	315		**945**	945
Natural Heritage Inventory Studies	*N/A*	80	80	80	80	80	80	80	80	80	80	**800**	
Archaeological Management Plan Phase II	*N/A*	50	50	50	50	50	50	50	50	50	50	**500**	
Sub-Total		**465**	**130**	**880**	**880**	**430**	**430**	**445**	**445**	**445**	**880**	**5,430**	
Growth Related													
Places	*N/A*	1,940	2,796	2,823	2,851	2,883	2,914	2,923	2,923	2,923	2,936	**27,912**	
Development Charge Funded Studies													
Transportation & Transit Planning Studies	*N/A*	500	250	250	250	250	250	250	250	250	250	**2,750**	
Growth Studies	*N/A*	1,740	1,990	700	700	990	990	900	900	900	900	**10,710**	
Avenue/Area Studies	*N/A*	250	250	250	250	250	250	250	250	250	250	**2,500**	
Heritage Conservation District Studies	*N/A*	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,000**	
Sub-Total		**5,430**	**6,286**	**5,023**	**5,051**	**5,373**	**5,404**	**5,323**	**5,323**	**5,323**	**5,336**	**53,872**	
Total Expenditures by Category		**5,895**	**6,416**	**5,903**	**5,931**	**5,803**	**5,834**	**5,768**	**5,768**	**5,768**	**6,216**	**59,302**	

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Places projects)*

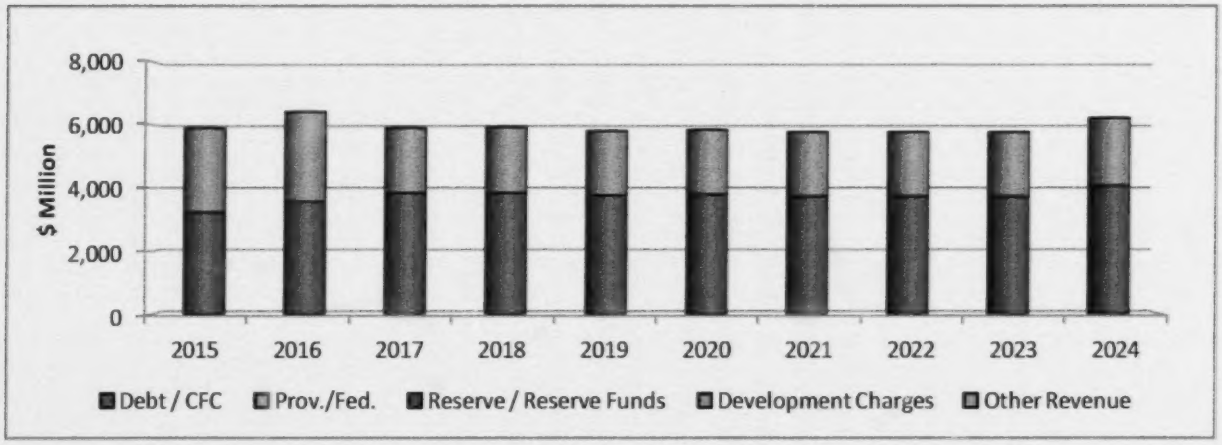
Chart 2
2015 – 2024 Capital Plan by Project Category (In $000s)



- The level of funding for Growth Related projects is consistent with City Planning's objective to help guide and manage the City's growth and physical form; and the effects on the social, economic and natural environment.
- Legislated projects account for the remaining 9.2% of total funding, the majority of these projects are directed at achieving and reinforcing the on-going legislated and statue-based requirements related to the City's Official Plan and Zoning By-law. The variation in annual funding for Legislated projects results from the mandated timing requirements of various planning reviews.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $59.302 million will be financed by the following sources:

- Debt, which accounts for $37.252 million or 62.8% of the financing over the 10-year period.
  - The debt funding is below the 10-year debt guideline of $37.700 million allocated to the Program by $0.448 million.
  - The Capital Program is below the debt target as a result of a combination of increasing the use of Development Charge funding based on project eligibility and adjustments to align annual cash flows with the Program's annual spending capacity.
- Development Charges represent the remaining $22.050 million or 37.2% of funding for the 10-Year Capital Plan.
  - As noted previously, 90.8% of City Planning's Capital Program supports Growth Related projects. These projects have been reviewed to ensure that development charge funding is applied to fullest extent based on project eligibility and funding availability under rates approved as part of the 2013 DC By-law.

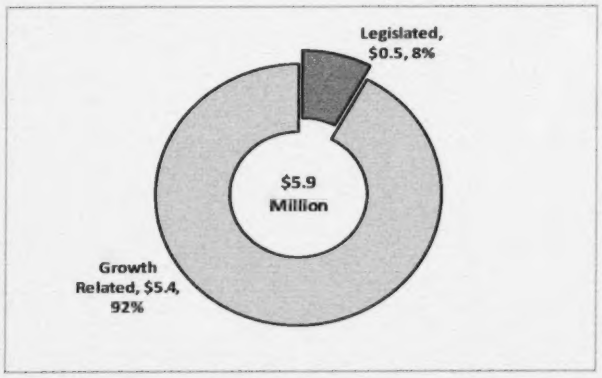
Table 2
Net Operating Impact Summary (In $000s)

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
New Projects - 2015														
New Zoning Bylaw - Support for Legal Challenges		(3.5)		(2.0)								(5.5)		(5.5)
Total (Net)		**(3.5)**		**(2.0)**								**(5.5)**		**(5.5)**

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $0.471 million gross and $0 net and approved temporary positions by 5.5 over the 10-year time frame.

- The gross expenditure and position reductions result from the anticipated completion of the New Zoning By-law project in 2015, which required temporary positions for capital project delivery.

2015 Capital Budget by Project Category ($Millions)

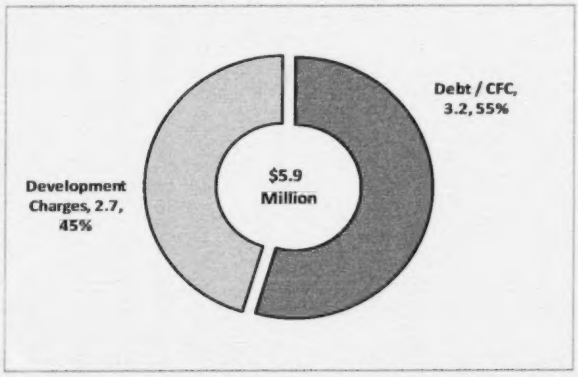


The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $5.895 million.

The 2015 Capital Budget expenditures are allocated to the following project categories:

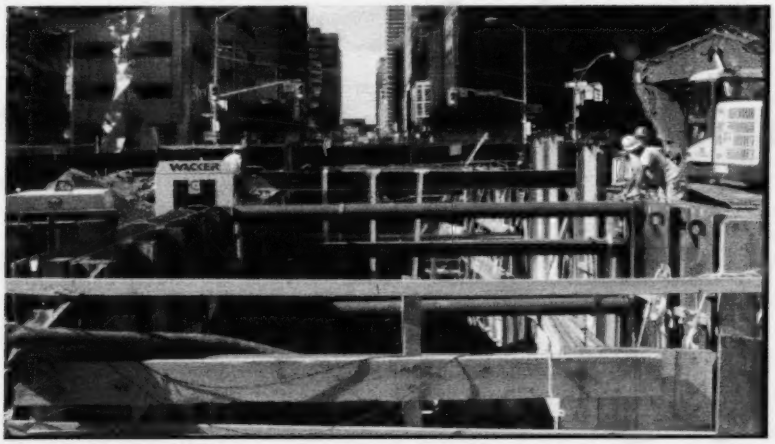
- *Legislated ($0.465 million, 8%)*
  - Funding for Legislated projects in 2015 is primarily required for the support for legal challenges of the *Zoning Bylaw*.
- *Growth ($5.430 million, 92%)*
  - In 2015, Growth projects continue to drive the City Planning Capital Budget.
  - Excluding funding to be carried forward from 2014, $3.490 million is to support the continued development of *Development Charge Funded Studies* and the remaining $1.940 million will be utilized for *Civic Improvement – Places* projects that will result in streetscape enhancements across the City.

2015 Capital Budget by Funding Source ($Millions)



The 2015 Capital Budget is financed primarily by:

- *Debt ($3.218 million, 55%)*
  - $3.218 million of debt financing is $0.446 million below the debt guideline of $3.664 million set for this Program in 2015.
  - The Program is below the debt target primarily as a result of aligning 2015 cash flow for the *Places* project with the Program's historical spending capacity.
- *Development Charges ($2.677 million, 45%)*
  - Development Charges funding has been maximized in 2015 based on the eligible growth component of capital projects and the availability of funds within the current rates and development activity.
  - Development charge funding is allocated to the *New Zoning By-law*; *Places*; *Development Charge Funded Studies* projects.



Engineering & Construction Services

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $66.848 million as shown below.

(in $000's)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	65,601.9	66,848.3	1,246.4	1.9%
Gross Revenues	57,997.6	59,294.0	1,296.4	2.2%
Net Expenditures	**7,604.3**	**7,554.3**	**(50.0)**	**(0.7%)**

For 2015, Engineering & Construction Services identified $0.801 million in opening budget pressures arising from increases in salary and benefit costs and decreases in engineering review and inspection fees. However, the Program was able to offset these pressures through expenditure reductions and revenue increases. As a result, Engineering & Construction Services will maintain their level of service in 2015 while at the same time absorbing all operating pressures.

2015 Operating Budget Overview

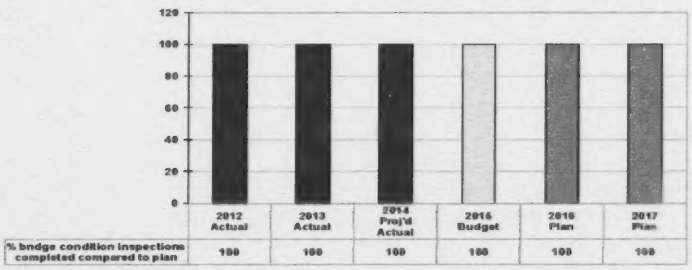
Engineering & Construction Services provides specialized engineering design and construction services to internal clients (Toronto Water, Transportation Services, Solid Waste Management Services, and other City agencies, boards, commissions and divisions), and external clients (development industry, utility companies and other public agencies) creating safe and sustainable municipal infrastructure.

Fast Facts

- $452 million in capital projects delivered in 2014.
- 649 bridge condition inspections completed in 2014.
- 1,405 engineering reviews of development applications completed in 2014.

Trends:

% of Bridge Condition Inspections Completed Compared to Plan



- In 2015, ECS is projecting to again comoplete 100% of planned bridge condition inspections, reflecting a significant increase from the 49% achieved in 2011.
- The 2015 Operating Budget is also targeting the delivery of $572 million in capital projects and it is anticipated that the value of capital projects delivered will grow by an average of 20% each year to 2017.

2014 Key Service Accomplishments

Supported Environmental Sustainability

- Assessed the feasibility of using Recycled Concrete as road base, trench backfill and pipe bedding, and where deemed appropriate by the City's independent engineering consultant, initiated the development of City standards.

Improved Emergency Response & Prevention

- Developed an ECS Emergency Planning Framework, an ECS Emergency Response Plan for Bridge Infrastructure Issues, and an ECS Business Continuity Plan.

Supported Open Government by Design

- Initiated the development of an ECS - IT Blueprint and work plan for the harmonization and implementation of IT best practices and approaches
- Developed a web-based, interactive site for reporting Bridge Condition Assessments

Improved Customer Service

- Designed an ECS Construction Customer Service Plan for ongoing communications during planning and construction of infrastructure projects, including public notification.

Improved Service and Financial Planning

- Developed new multi-year Capital Program Management Consulting Engineer Assignments for the engineering design and contract administration of Toronto Water and Transportation Services' Linear Capital Programs
- Developed a new multi-year Program Management delivery model to increase the capacity and delivery of Toronto Water's Basement Flooding Protection Program
- Initiated the acquisition and implementation of software/hardware which will provide for electronic service delivery of land development application review

Ensured State of Good Repair for Infrastructure

- Completed the Strategic Rehabilitation Plan for the F.G. Gardiner Expressway
- Completed requisite bridge and structures inspections, and undertook any emergency repairs that were identified.

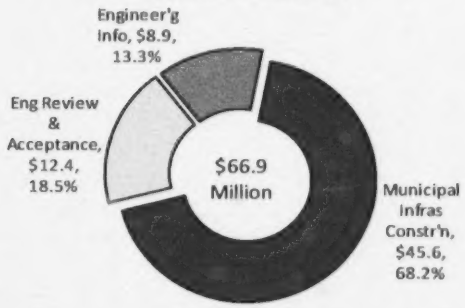
Our Service Deliverables for 2015

Engineering and Construction Services is responsible for creating safe and sustainable municipal infrastructure that enhances the quality of life for the people of Toronto, through professionalism in project planning, engineering and project management services. The 2015 Operating Budget will fund the Program's ability to:

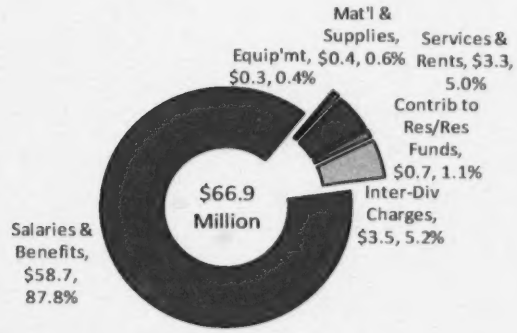
- Complete organizational restructuring and centralization of key services.
- Expand project delivery capacity to align with forecasted increases in the capital programs of Toronto Water, Transportation Services and Solid Waste Management Services.
- Explore procurement and financing strategies and identify the preferred approach for the F.G. Gardiner Strategic Rehabilitation project.
- Proactively manage construction-related disruption, including traffic disruption, at the project planning stage and during construction.
- Establish an ECS customer charter and customer service plan to improve communication and liaison with the public and businesses about ECS-delivered construction projects, before and during construction.
- Increase engagement with the consulting engineering and construction contracting industries to help build capacity within the industry to support forecasted growth in the Capital Program.

Where the money goes:

2015 Budget by Service $66.848 Million

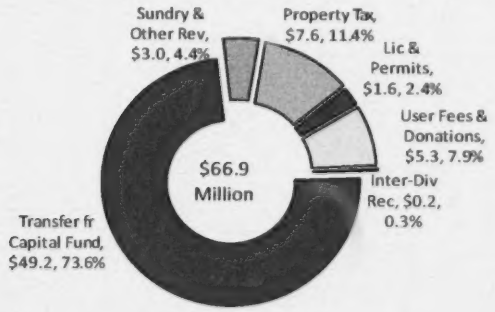


2015 Budget by Expenditure Category


Mat'l & Supplies, $0.4, 0.6%
Equip'mt, $0.3, 0.4%
Services & Rents, $3.3, 5.0%
Contrib to Res/Res Funds, $0.7, 1.1%
Inter-Div Charges, $3.5, 5.2%
$66.9 Million
Salaries & Benefits, $58.7, 87.8%

Where the money comes from:

2015 Budget by Funding Source


Sundry & Other Rev, $3.0, 4.4%
Property Tax, $7.6, 11.4%
Lic & Permits, $1.6, 2.4%
User Fees & Donations, $5.3, 7.9%
Inter-Div Rec, $0.2, 0.3%
$66.9 Million
Transfer fr Capital Fund, $49.2, 73.6%

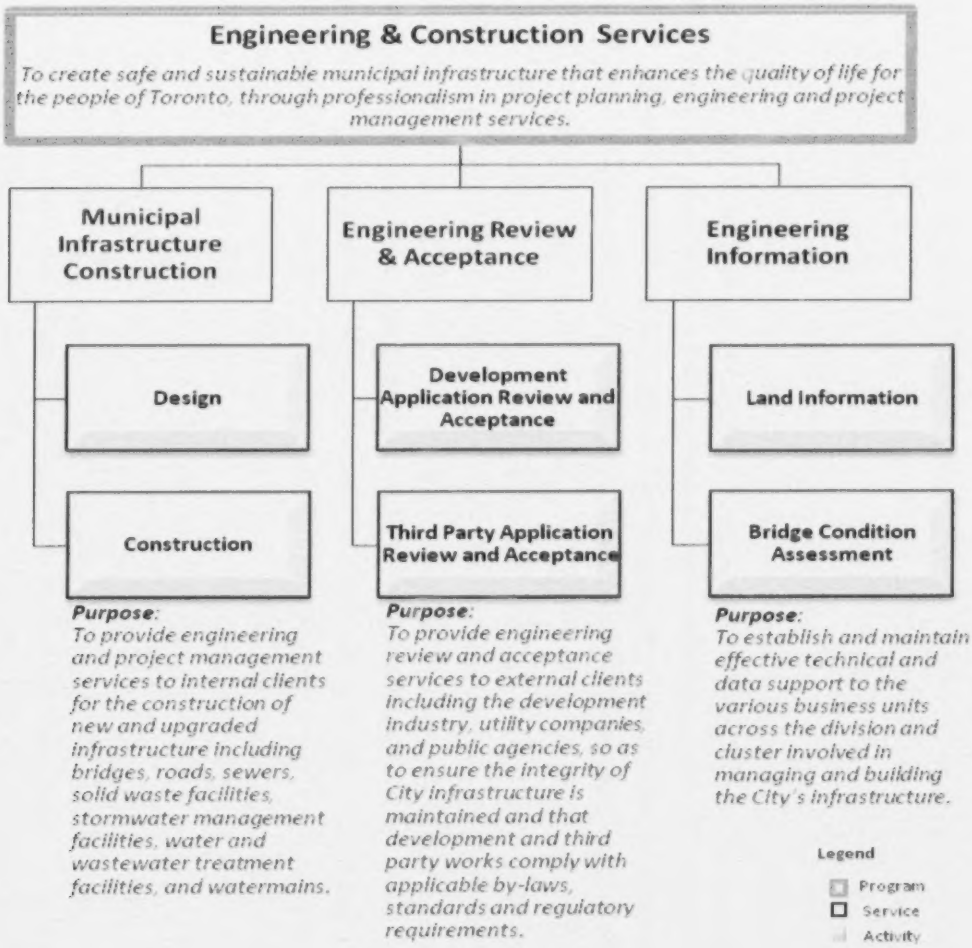
Our Key Challenges & Priority Actions

- The value of the capital program delivered by ECS continues to escalate and is expected to reach almost $1 billion by 2018, which is more than twice the value of the 2014 capital program. The 2015 Operating Budget provides funding to:
  - ✓ Continue to expand project delivery capacity to align with forecasted increases in the capital programs of Toronto Water, Transportation Services and Solid Waste Management Services.
  - ✓ Implement new capital delivery models to increase the delivery rate of capital projects.
  - ✓ Develop and implement business plan for electronic service delivery for Development and Third Party Application Review.

2015 Operating Budget Highlights

- The 2015 Operating Budget includes funding to:
  - ✓ Roll-out the next phase of ECS' re-structuring strategy to maximize their ability to effectively deliver engineering services.
  - ✓ Increase delivery of construction projects in support of the City's Basement Flooding Protection Program in line with Council-approved expansion of the program.
  - ✓ Continue to enhance planning and coordination of multi-year capital projects with internal and external stakeholders
  - ✓ Standardize the policy for accepting potentially contaminated lands to be conveyed to the City under the Planning Act and enhance oversight of City properties subject to Certificates of Property Use.

Program Map


Engineering & Construction Services
To create safe and sustainable municipal infrastructure that enhances the quality of life for the people of Toronto, through professionalism in project planning, engineering and project management services.
Municipal Infrastructure Construction
Engineering Review & Acceptance
Engineering Information
Design
Construction
Development Application Review and Acceptance
Third Party Application Review and Acceptance
Land Information
Bridge Condition Assessment
Purpose:
To provide engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.
Purpose:
To provide engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements.
Purpose:
To establish and maintain effective technical and data support to the various business units across the division and cluster involved in managing and building the City's infrastructure.
Legend
Program
Service
Activity

Service Customers

Municipal Infrastructure Construction
- City Planning
- Economic Development Culture & Tourism, including Business Improvement Areas (BIAs)
- Parks, Forestry and Recreation
- Solid Waste Management
- Toronto Transit Commission (TTC)
- Toronto Water
- Transportation Services

Engineering Review & Acceptance
- Agencies
- City Planning
- Development Industry
- Parks, Forestry and Recreation
- Third Parties (Go Transit, Waterfront Toronto, etc.)
- Utility Companies

Engineering Information
- Agencies, Boards, Commissions
- City Planning
- Construction and Engineering Consulting Industries
- Development Industry
- Digital Map Owners Group (DMOG)
- Facilities and Real Estate
- Members of Council
- Members of the Public
- Municipal Licensing and Standards
- Parks, Forestry and Recreation
- Solid Waste Management
- Third Parties (Go Transit, Waterfront Toronto, etc.)
- Toronto Water
- Transportation Services

Table 1
2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Municipal Infrastructure Construction											
Gross Expenditures	44,969.3	43,041.5	45,370.8	248.5	45,619.3	650.1	1.4%	480.1	1.1%	494.5	1.1%
Revenue	43,602.8	41,580.3	43,917.4	248.5	44,165.9	563.1	1.3%	557.8	1.3%	485.2	1.1%
Net Expenditures	1,366.5	1,461.3	1,453.5		1,453.5	86.9	6.4%	(77.7)	(5.3%)	9.3	0.7%
Engineering Review & Acceptance											
Gross Expenditures	11,984.4	11,470.7	12,346.9		12,346.9	362.5	3.0%	152.2	1.2%	156.8	1.3%
Revenue	9,186.6	8,760.5	9,567.0		9,567.0	380.3	4.1%	269.2	2.8%	23.5	0.2%
Net Expenditures	2,797.8	2,710.1	2,779.9		2,779.9	(17.9)	(0.6%)	(116.9)	(4.2%)	133.3	5.0%
Engineering Information											
Gross Expenditures	8,648.2	8,277.5	8,706.5	175.6	8,882.1	233.9	2.7%	91.9	1.0%	94.6	1.1%
Revenue	5,208.2	4,966.6	5,385.5	175.6	5,561.1	353.0	6.8%	52.2	0.9%	53.8	1.0%
Net Expenditures	3,440.0	3,310.9	3,320.9		3,320.9	(119.1)	(3.5%)	39.7	1.2%	40.9	1.2%
Total											
Gross Expenditures	65,601.9	62,789.7	66,424.2	424.1	66,848.3	1,246.4	1.9%	724.2	1.1%	745.9	1.1%
Revenue	57,997.6	55,307.4	58,869.9	424.1	59,294.0	1,296.4	2.2%	879.1	1.5%	562.5	0.9%
Total Net Expenditures	7,604.3	7,482.3	7,554.3		7,554.3	(50.0)	(0.7%)	(154.9)	(2.1%)	183.4	2.5%
Approved Positions	541.1	494.1	537.1	3.0	540.1	(1.0)	(0.2%)				

Note: 2014 Actual Expenditures are System Generated

The 2015 Operating Budget for Engineering & Construction Services is $66.848 million gross and $7.554 million net. The net budget decreased by $0.050 million or 0.7% due to the following:

- Base pressures of $0.801 million net were offset by base expenditure savings of $0.141 million net and base revenue changes/adjustments of $0.710 million resulting in the 2015 Base Budget of $7.554 million net which reflects a 0.7% change from the 2014 Budget.
- Base pressures are predominately driven by salary and benefit cost increases for union/non-union staff (progression pay, step increases, COLA) totaling $1.288 million net that are experienced consistently across all three services within Engineering & Construction Services. Additionally, a reduction in revenue from Engineering Review and Inspection Fees (applied as 5% of municipal infrastructure cost) to align with anticipated volumes for 2015 ($0.682 million net) primarily impacts the Engineering Review & Acceptance service.
- Some of these pressures have been mitigated by increased capital funding for positions delivering capital projects ($1.052 million net) primarily in Engineering Information, but also to a lesser extent within the Municipal Infrastructure Construction Service.
- To help further mitigate these base pressures, the Program achieved base expenditure savings of $0.018 million net (primarily in Engineering Review & Acceptance and Engineering Information) and reduced overtime costs by $0.123 million net (primarily in Municipal Infrastructure Construction and Engineering Review & Acceptance) arising from a review of actual expenditure experience. Additional revenue of $0.044 million from inflationary fee increases (in Engineering Review & Acceptance) and full stream utilities user fee increases above the rate of inflation ($0.666 million) have been included primarily in Engineering Review & Acceptance and Municipal Infrastructure Construction.

- The 2015 Operating Budget includes new funding of $0.424 million gross, fully recovered from related City programs.
  - ECS is increasing the delivery of construction projects in support of the City's Basement Flooding Protection Program in line with Council-approved expansion of the program (Municipal Infrastructure Construction - 2 Senior Project Managers) fully funded by Toronto Water ($0.249 million).
  - ECS will provide expertise to Parks, Forestry and Recreation (PF&R) to manage parks that have been issued with Certificates of Property Use by the Ontario Ministry of the Environment related to soil and groundwater quality (Engineering Information - 1 Senior Project Manager) fully funded by PF&R ($0.176 million). ECS will standardize the policy for accepting potentially contaminated lands to be conveyed to the City under the Planning Act and enhance oversight of City properties subject to Certificates of Property Use.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay, step and fringe benefits; however Cost of Living Adjustments (COLA) estimate has not been included in 2016 and 2017 as it is subject to future contract negotiations. In addition, the Plans in those years reflect partial recoveries for the projected salary and benefit increases. As well, 2016 includes the annualized impact of increasing the full stream utilities user fees above the rate of inflation in 2015.

The 2015 Operating Budget will result in Engineering & Construction Services decreasing its total staff complement by 1.0 position from 541.1 to 540.1 as highlighted in the table below:

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total New and Enhanced			Incremental Change			
	Municipal Infras Construction		Engineering Review & Acceptance		Engineering Information		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
Basement Flooding Protection Program (2 Senior Project Managers)	248.5						248.5		2.0				
Sub-Total	248.5						248.5		2.0				
New Service Priorities													
(a) New Services													
Soil and Groundwater Quality - provide expertise to Parks, Forestry and Recreation (1 Senior Project Manager)					175.6		175.6		1.0				
Sub-Total					175.6		175.6		1.0				
Total	248.5				175.6		424.1		3.0				

Enhanced Service Priorities ($0.249 million gross & $0 million net)

Basement Flooding Protection Program

- ECS is increasing the delivery of construction projects in support of the City's Basement Flooding Protection Program in line with Council-approved expansion of the Program.
- This service enhancement will result in the increase of 2 Senior Project Managers positions fully funded from the Toronto Water program ($0.249 million) entirely within the Municipal Infrastructure Construction service.
- With the expansion and accelerated delivery of the City's Basement Flooding Protection Program, ECS requires these positions to meet its responsibilities for the design and construction of the infrastructure.

New Service Priorities ($0.176 million gross & $0 million net)

Soil & Groundwater Quality – Provide expertise to Parks, Forestry & Recreation

- ECS will provide expertise to Parks, Forestry and Recreation (PF&R) to manage parks that have been issued with Certificates of Property Use by the Ontario Ministry of the Environment related to soil and groundwater quality.
- This new service priority within Engineering Information will require the addition of 1 Senior Project Manager position that will be fully funded by PF&R in the amount of $0.176 million.
- The position is necessary in order to manage growing complexities related to the development of brownfield lands into parkland.
- As a result of this initiative ECS will standardize the policy for accepting potentially contaminated lands to be conveyed to the City under the Planning Act and enhance oversight of City properties subject to Certificates of Property Use.

The 2015 Base Budget will result in a 2016 net decrease of $0.155 million and a 2017 incremental net cost of $0.183 million to maintain the 2015 level of service as discussed in the following section.

Table 3
2016 and 2017 Plan by Program

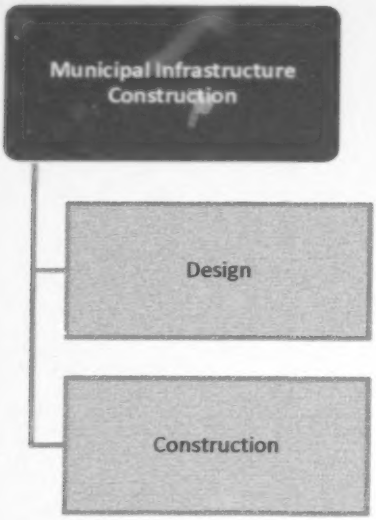
Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay, Step Increases and Other changes to align salary budget with actual experience	724.2	546.1	178.1	2.3%		745.9	562.5	183.4	2.5%	
Increase Full Stream Utilities user fees (above rate of inflation)		332.9	(332.9)	(4.4%)						
Total Incremental Impact	724.2	878.9	(154.8)	(2.0%)		745.9	562.5	183.4	2.5%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay, step and fringe benefits increases will result in a pressure of $0.178 million net in 2016 and $0.183 million net in 2017. The plans in those years reflect partial recoveries for the projected salary and benefit increases. Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations .
- Increase in full stream utilities user fees in 2015 will result in a phase-in/annualization increase in revenue of $0.333 million in 2016.

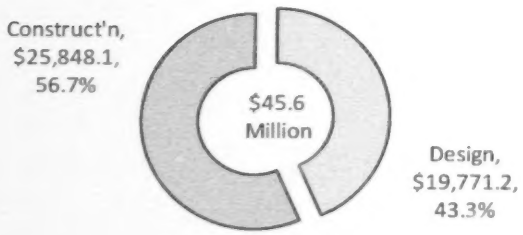
2015 Budget By Service: Municipal Infrastructure Construction



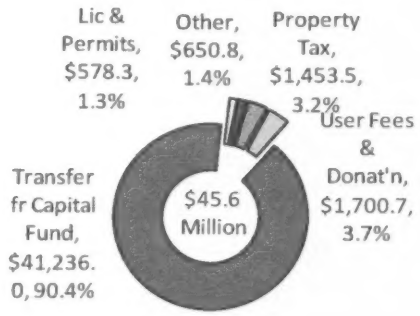
What We Do

- Provide engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.

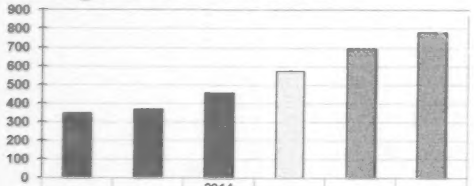
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)


Lic & Permits, $578.3, 1.3%
Other, $650.8, 1.4%
Property Tax, $1,453.5, 3.2%
User Fees & Donat'n, $1,700.7, 3.7%
Transfer fr Capital Fund, $41,236. 0, 90.4%
$45.6 Million

($ Millions) YTD Expenditure on Municipal Infrastructure Design & Construction



	2012 Actual	2013 Actual	2014 Proj'd Actual	2015 Budget	2016 Plan	2017 Plan
($ Millions) YTD Expenditure on Municipal Infrastructure Design & Construction	344	382	452	572	689	781

- ECS continues to experience substantial growth in construction activity for clients' capital programs.
- $452 million in capital projects are anticipated to be delivered by ECS in 2014.
- The 2015 Operating Budget is targeting the delivery of $572 million in capital projects with the expectation that it will grow to $781 million by 2017.

2015 Service Levels

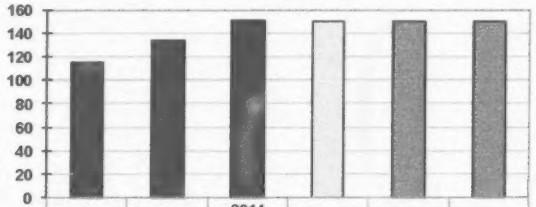
Municipal Infrastructure Construction

Activity	Type	Service Levels 2012	2013 2014	2015
Design	Tenders issued compared to plan	N/A	90% as scheduled	90% as scheduled
Construction	Contracts substantially completed compared to plan	N/A	90% as scheduled	90% as scheduled
Construction	Year End Actual Expenditure as a percentage of Approved Capital budget	N/A	80% Year End Actual Expenditure as a percentage of Approved Capital budget	80% Year End Actual Expenditure as a percentage of Approved Capital budget

The 2015 Service Levels are consistent with the 2014 Service Levels.

Service Performance

Output Measure – # of tenders/RPFs/RFQs



	2012 Actual	2013 Actual	2014 Proj'd Actual	2015 Budget	2016 Plan	2017 Plan
# tenders/RFP/RFQ's issued	115	134	151	150	150	150

- The number of tenders, requests for proposals and requests for qualifications has increased from 115 in 2012 to 151 in 2014, reflecting the increase in the capital program delivered by ECS.
- In 2015, ECS expects to issue an estimated 150 tenders for a capital program that is valued at $557 million.
- Future year estimates are 150 for each of 2016 and 2017, and will be based on client's requirements and the planned continued bundling of construction projects into single tenders.

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Design	19,271.6	19,886.3	(164.7)	19,721.5	450.0	2.3%	49.7	**19,771.2**	499.7	2.6%	150.1	0.8%	154.6	0.8%
Construction	25,697.7	26,056.5	(407.2)	25,649.3	(48.4)	(0.2%)	198.8	**25,848.1**	150.4	0.6%	330.0	1.3%	339.9	1.3%
Total Gross Exp.	44,969.3	45,942.7	(571.9)	45,370.8	401.6	0.9%	248.5	**45,619.3**	650.1	1.4%	480.1	1.1%	494.5	1.1%
REVENUE														
Design	18,888.5	18,911.1	(55.2)	18,855.9	(32.6)	(0.2%)	49.7	**18,905.6**	17.1	0.1%	148.1	0.8%	152.5	0.8%
Construction	24,714.3	25,329.6	(268.1)	25,061.5	347.2	1.4%	198.8	**25,260.3**	546.0	2.2%	409.7	1.6%	332.6	1.3%
Total Revenues	43,602.8	44,240.7	(323.4)	43,917.4	314.6	0.7%	248.5	**44,165.9**	563.1	1.3%	557.8	1.3%	485.2	1.1%
NET EXP.														
Design	383.1	975.2	(109.5)	865.7	482.6	126.0%		**865.7**	482.6	126.0%	2.0	0.2%	2.0	0.2%
Construction	983.4	726.8	(139.0)	587.8	(395.6)	(40.2%)		**587.8**	(395.6)	(40.2%)	(79.6)	(13.5%)	7.3	1.4%
Total Net Exp.	1,366.5	1,702.0	(248.5)	1,453.5	86.9	6.4%		**1,453.5**	86.9	6.4%	(77.7)	(5.3%)	9.3	0.7%
Approved Positions	357.1	356.4		356.4	(0.7)	(0.2%)	2.0	**358.4**	1.3	0.4%				

The 2015 Operating Base Budget for Municipal Infrastructure Construction of $45.371 million gross and $1.454 million net is $0.087 million or 6.4% above the 2014 Net Budget.

The ***Municipal Infrastructure Construction Service*** provides engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.

Base budget pressures in Municipal Infrastructure Construction primarily result from the following:

- Salary and benefit costs related to COLA, Progression Pay, Step increases consistent across both activities of $0.764 million for union/non-union staff.
- Other base pressures include a reduction in recoveries from Engineering Review and Inspection Fees (applied as 5% of municipal infrastructure cost) to align with anticipated volumes for 2015 ($0.182 million net) in the Construction activity.
- Offsetting some of these base pressures is the increased capital funding for positions delivering capital projects ($0.330 million net) primarily in Construction, but also to a lesser extent in Design.
- In addition, the base pressures were reduced by $0.323 million net due to various revenue/recovery adjustments to align the budget with actual experience, primarily in the Construction activity.

To help mitigate these base pressures, the Service will reduce its overtime costs by $0.091 million net primarily in the Design activity. As well, the base pressures will be reduced by the increase above the rate of inflation for full stream utilities user fees ($0.173 million) to achieve full cost recovery of the costs associated with the delivery of service in the Construction activity.

The 2015 Operating Budget includes funding of $0.249 million gross, fully recovered from Toronto Water. ECS is increasing the delivery of construction projects in support of the City's Basement Flooding Protection Program with the addition of 2 Senior Project Managers, primarily in the Construction activity.

The 2016 and 2017 plans reflect inflationary cost increases for progression pay, step and fringe benefits in both activities, however Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations.

In addition, the plans in those years reflect almost full recoveries for the projected salary and benefit increases. As well, 2016 includes the annualized impact of increasing the full stream utilities user fees above the rate of inflation in 2015 in the Construction activity ($0.087 million).

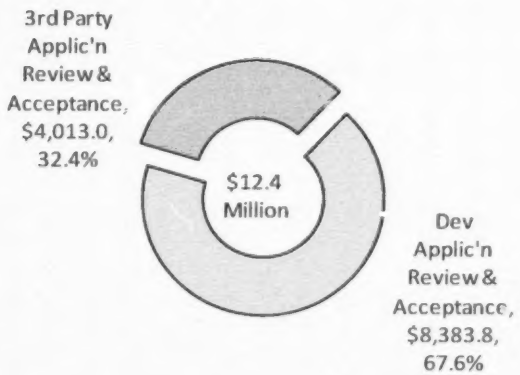
2015 Budget By Service: Engineering Review & Acceptance

Engineering Review & Acceptance
Development Application Review & Acceptance
3rd Party Application Review & Acceptance

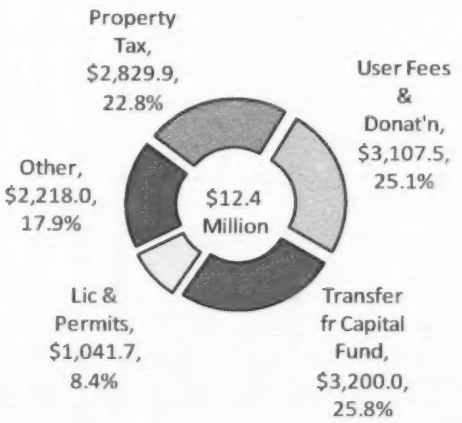
What We Do

- Provide engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements.

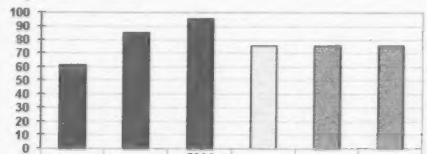
2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)


Property Tax, $2,829.9, 22.8%
User Fees & Donat'n, $3,107.5, 25.1%
Other, $2,218.0, 17.9%
$12.4 Million
Lic & Permits, $1,041.7, 8.4%
Transfer fr Capital Fund, $3,200.0, 25.8%

% development applications and revisions reviewed within Streamlining the Application Review (STAR) timelines



	2012 Actual	2013 Actual	2014 Proj'd Actual	2015 Budget	2016 Plan	2017 Plan
% development applications and revisions reviewed within Streamlining the Application Review (STAR) timelines	61	85	95	75	75	75

- ECS is projecting 95% of development applications and revisions will be reviewed within STAR timelines in 2014.
- This high level of achievement continues the trend set in 2013, when 85% of applications were reviewed within STAR timelines.
- ECS will continue to target compliance with STAR timelines in 2015 and future years.

2015 Service Levels

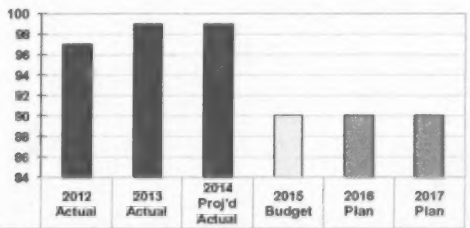
Engineering Review & Acceptance

Activity	Type	Service Levels 2012	2013	2014	2015
Development Applications Review and Acceptance	Development Applications	75% compliance rate within STAR timelines			75% compliance rate
Development Applications Review and Acceptance	Engineering Drawings	75% compliance rate			75% compliance rate
Third Party Application Review and Acceptance	Third Party application	N/A	90% compliance within 20 working days		90% compliance within 20 working days

The 2015 Service Levels are consistent with the 2014 Service Levels.

Service Performance

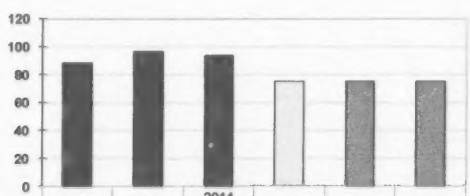
Effectiveness Measure – % of 3rd party & utility applications reviewed within set timelines



% third party and utility applications and revisions reviewed within set timelines	97	99	99	90	90	90

- For the second year in a row, ECS is projecting 99% of third party and utility applications will be reviewed within set timelines.
- This represents a high level of responsiveness to third party and utility clients.
- 2015 and future year targets will continue to be 90% compliance with set timelines.

Effectiveness Measure - % of engineering drawing sets reviewed on time



% engineering drawing sets reviewed on time	98	96	93	75	75	75

- ECS exceeded expectations by reviewing 93% of engineering drawing sets on time.
- This level of service is a significant achievement over the performance target.
- ECS will continue to target 75% compliance for 2015 and future years.

2015 Service Budget by Activity

($000s)	2014 Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Development Application Review & Acceptance	8,061.8	8,348.1	(9.3)	8,338.8	277.0	3.4%		8,338.8	277.0	3.4%	120.7	1.4%	124.3	1.5%
3rd Party Application Review & Acceptance	3,922.6	4,136.0	(128.0)	4,008.0	85.4	2.2%		4,008.0	85.4	2.2%	31.6	0.8%	32.5	0.8%
Total Gross Exp.	11,984.4	12,484.2	(137.3)	12,346.9	362.5	3.0%		12,346.9	362.5	3.0%	152.2	1.2%	156.8	1.3%
REVENUE														
Development Application Review & Acceptance	5,363.3	5,487.9	415.9	5,903.7	540.5	10.1%		5,903.7	540.5	10.1%	195.1	3.3%	7.1	0.1%
3rd Party Application Review & Acceptance	3,823.4	3,629.2	34.0	3,663.2	(160.1)	(4.2%)		3,663.2	(160.1)	(4.2%)	74.0	2.0%	16.4	0.4%
Total Revenues	9,186.6	9,117.1	449.8	9,567.0	380.3	4.1%		9,567.0	380.3	4.1%	269.2	2.8%	23.5	0.2%
NET EXP.														
Development Application Review & Acceptance	2,698.5	2,860.3	(425.2)	2,435.1	(263.4)	(9.8%)		2,435.1	(263.4)	(9.8%)	(74.4)	(3.1%)	117.2	5.0%
3rd Party Application Review & Acceptance	99.2	506.8	(162.0)	344.8	245.6	247.5%		344.8	245.6	247.5%	(42.5)	(12.3%)	16.1	5.3%
Total Net Exp.	2,797.8	3,367.1	(587.2)	2,779.9	(17.9)	(0.6%)		2,779.9	(17.9)	(0.6%)	(116.9)	(4.2%)	133.3	5.0%
Approved Positions	100.9	98.4		98.4	(2.5)	(2.5%)		98.4	(2.5)	(2.5%)				

The 2015 Operating Base Budget for Engineering Review & Acceptance of $12.347 million gross and $2.780 million net is $0.018 million or 0.6% under the 2014 Net Budget.

The ***Engineering Review & Acceptance Service*** provides engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements.

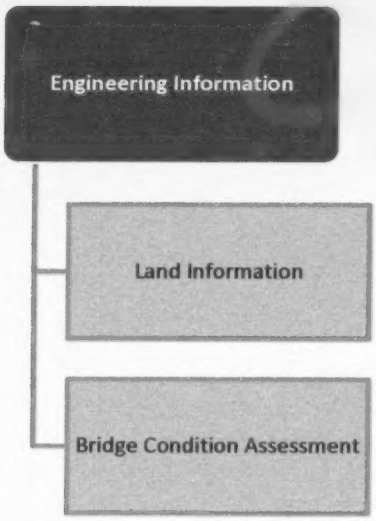
Base budget pressures in Engineering Review & Acceptance are primarily due to the following:

- Salary and benefit costs related to COLA, Progression Pay, Step increases ($0.471 million) for union/non-union staff consistent in both activities.
- Other base pressures include a reduction in recoveries from Engineering Review and Inspection Fees (applied as 5% of municipal infrastructure cost) to align with anticipated volumes for 2015 ($0.500 million net) primarily in Development Application Review & Acceptance, but also to a lesser extent in 3rd Party Application Review & Acceptance.
- In addition, the base pressures were reduced by $0.415 million net due to various revenue / recovery adjustments to align the budget with actual experience, primarily in the Development Application Review & Acceptance activity.

To help mitigate these base pressures, the Service area will reduce its overtime costs by $0.032 million net primarily in the 3rd Party Application Review & Acceptance activity and increase revenues above the rate of inflation for full stream utilities user fees ($0.492 million) to achieve full cost recovery of the costs associated with the delivery of service primarily in Development Application Review & Acceptance. In addition, the Service achieved line-by-line review savings of $0.019 million net over both activities and will have additional revenue generated from user fees ($0.044 million) based on a 2.25% inflationary factor reflected primarily in the Development Application Review & Acceptance activity.

The 2016 and 2017 Plans reflect inflationary cost increases for progression pay, step and fringe benefits in both activities of $0.129 million and $0.133 million respectively, however Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations. As well, 2016 includes the annualized impact of increasing the full stream utilities user fees above the rate of inflation in 2015 ($0.246 million) primarily in Development Application Review & Acceptance.

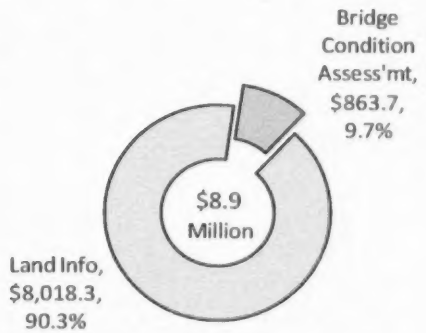
2015 Budget By Service: Engineering Information



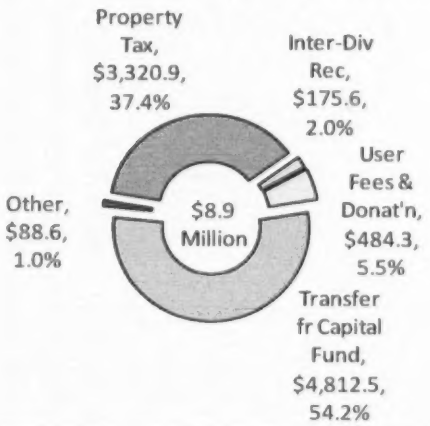
What We Do

- Establish and maintain effective technical and data support to the various business units across the division and cluster involved in managing and building the City's infrastructure.

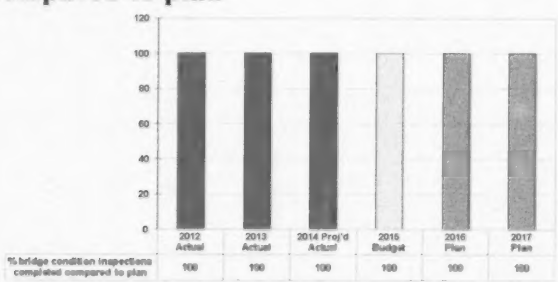
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)


Property Tax, $3,320.9, 37.4%
Inter-Div Rec, $175.6, 2.0%
User Fees & Donat'n, $484.3, 5.5%
Other, $88.6, 1.0%
$8.9 Million
Transfer fr Capital Fund, $4,812.5, 54.2%

% bridge condition inspections completed compared to plan



- In 2014, ECS again completed 100% of planned bridge condition inspections.
- ECS is targeting to maintain a 100% completion rate in 2015 and future years for a 2-year bridge condition inspection cycle.

2015 Service Levels

Engineering Information

Activity	Type	Service Levels 2012	2013	2014	2015
Land Information	Land Surveying	completed projects by estimate date, 90% of the time			completed projects by estimate date, 90% of the time
Land Information	Street Naming	N/A	recommendation within 6 months 90% of time		recommendation within 6 months 90% of time
Land Information	Municipal Numbering	N/A	provide comments within 5 working days, 100% of the time		provide comments within 5 working days, 100% of the time
Land Information	Utility Mapping	N/A	90% completion of planned km to update		90% completion of planned km to update
Bridge Condition Assessment	Bridge Inspection & Assessment	N/A	100% inspection compliance within regulatory timelines		100% inspection compliance within regulatory timelines

The 2015 Service Levels are consistent with the 2014 Service Levels.

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Land Information	7,834.8	7,857.7	(15.0)	7,842.7	7.9	0.1%	175.6	**8,018.3**	183.5	2.3%	80.2	1.0%	82.6	1.0%
Bridge Condition Assessment	813.4	863.7		863.7	50.3	6.2%		**863.7**	50.3	6.2%	11.6	1.3%	12.0	1.4%
Total Gross Exp.	8,648.2	8,721.5	(15.0)	8,706.5	58.3	0.7%	175.6	**8,882.1**	233.9	2.7%	91.9	1.0%	94.6	1.1%
REVENUE														
Land Information	4,454.1	4,582.5		4,582.5	128.4	2.9%	175.6	**4,758.1**	304.0	6.8%	40.9	0.9%	42.2	0.9%
Bridge Condition Assessment	754.1	803.1		803.1	49.0	6.5%		**803.1**	49.0	6.5%	11.3	1.4%	11.6	1.4%
Total Revenues	5,208.2	5,385.5		5,385.5	177.4	3.4%	175.6	**5,561.1**	353.0	6.8%	52.2	0.9%	53.8	1.0%
NET EXP.														
Land Information	3,380.8	3,275.3	(15.0)	3,260.3	(120.5)	(3.6%)		**3,260.3**	(120.5)	(3.6%)	39.3	1.2%	40.5	1.2%
Bridge Condition Assessment	59.3	60.7		60.7	1.4	2.3%		**60.7**	1.4	2.3%	0.4	0.6%	0.4	0.7%
Total Net Exp.	3,440.0	3,335.9	(15.0)	3,320.9	(119.1)	(3.5%)		**3,320.9**	(119.1)	(3.5%)	39.7	1.2%	40.9	1.2%
Approved Positions	83.1	82.3		82.3	(0.8)	(1.0%)	1.0	**83.3**	0.2	0.2%				

The 2015 Operating Base Budget for Engineering Information of $8.707 million gross and $3.321 million net is $0.119 million or 3.5% under the 2014 Net Budget.

The ***Engineering Information Service*** establishes and maintains effective technical and data support to the various business units across the Program and Cluster involved in managing and building the City's infrastructure.

Base budget pressures in the Engineering Information service primarily result from the following:

- Salary and benefit costs related to COLA, Progression Pay, Step increases ($0.053 million) for union/non-union staff consistent in both activities.
- Other base pressures include $0.602 million net due to various revenue/recovery adjustments to align the budget with actual experience, primarily in the Land Information activity.
- Offsetting more than these base pressures is the increased capital funding for positions delivering capital projects ($0.767 million net) primarily in Land Information.

In addition, the Service achieved line-by-line review savings of $0.015 million net in the Land Information activity.

The 2015 Operating Budget also includes funding of $0.176 million gross, fully recovered from Parks, Forestry and Recreation (PF&R), in the Land Information activity.

- ECS will provide expertise to PF&R to manage parks that have been issued with Certificates of Property Use by the Ontario Ministry of the Environment related to soil and groundwater quality (1 Senior Project Manager).
- ECS will also standardize the policy for accepting potentially contaminated lands to be conveyed to the City under the Planning Act and enhance oversight of City properties subject to Certificates of Property Use.

The 2016 and 2017 Plans reflect inflationary cost increases for progression pay, step and fringe benefits in both activities of $0.040 million and $0.041 million respectively, however Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations. In addition, the plans in those years reflect partial recoveries for the projected salary and benefit increases.

Toronto Fire Services

2015 Operating Budget Highlights

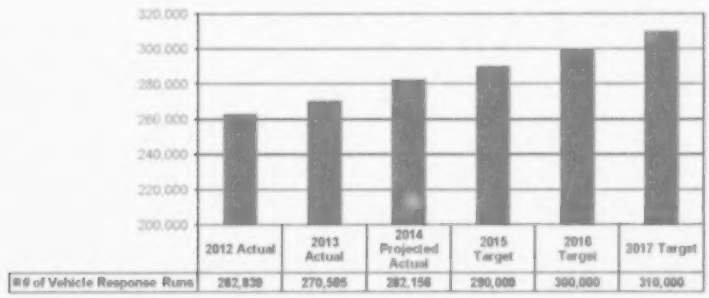
The total cost to deliver these services to Toronto residents in 2015 is $307.588 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	425,534.8	432,927.1	7,392.2	1.7%
Gross Revenues	14,633.5	17,000.2	2,366.6	16.2%
Net Expenditures	**410,901.3**	**415,926.9**	**5,025.6**	**1.2%**

The net pressure of $5.026 million is due mainly to inflationary increases in salaries and benefits and $0.500 million increased contribution to Fire Services' vehicle fleet reserve to address the backlog for new fire trucks. The 2015 Budget includes funding for 25 new Fire Prevention and Public Education positions.

Trends:

# of Frontline Emergency Apparatus to Emergency Incidents



2015 Operating Budget Overview

Toronto Fire Services (TFS) provides City of Toronto residents and businesses with protection against loss of life, property and the environment from the effects of fire, illness, accidents, and all other hazards through preparedness, prevention, public education, and emergency response with an emphasis on quality services, efficiency, effectiveness, and safety.

Fast Facts

- Toronto Fire Services is currently the largest municipal fire service in Canada with:
  - 83 Fire Stations across Toronto;
  - 359 heavy & light emergency support and training vehicles; and
  - 3,060 Fire Fighters.

- The complexities of heavy urban emergency response drives the requirement for multiple specialized apparatus and crews to respond to many emergency incidents.
- In 2012 and 2013, 34% and 40% of emergency incidents required multiple apparatus and crews, respectively.
- In 2014, TFS projects an average of 42% of all incidents will require multiple apparatus and crews when responding to emergency incidents.
- The demand for multiple apparatus and crew responses is forecasted to grow alongside population growth. This has been estimated at 1% per annum in each of 2016 and 2017.

2014 Key Service Accomplishments

In 2014, Toronto Fire Services achieved the following results:

- ✓ The new Station 221 opened in August 2014 which will provide services to the Midland and Eglinton areas.
- ✓ Completed the implementation of several quality management processes for the Communications Division, with the Program meeting the National Fire Protection Association (NFPA) performance benchmark for call processing for the first half of 2014. This is the first time that this critical but challenging benchmark has been achieved by TFS.
- ✓ Trained 41 new fire fighting recruits for Fire - Operations.
- ✓ Re-organized the Fire Prevention and Public Education Services to separate management of Fire Inspections and Public Education, and added 25 new staff in addition to replacement of retiring staff.
- ✓ Delivered and placed in service 6 Pumper/Rescues, one HUSAR Roll-Off truck, 40 various light vehicles. 5 Pumper/Rescues that were delivered in December 2013 were also placed in service in 2014.
- ✓ Completed the annual "Alarmed for Life" campaign (a community-based proactive smoke alarm education program).
- ✓ Rolled out new mobile technology (iPads) to Fire Prevention staff to allow more efficient fire inspection reporting including the issuing of notices of violation. This is the start of a pilot project that will continue through 2014 and 2015 across all services.
- ✓ Successfully piloted a new fire safety campaign specifically targeted at high rise residents in TCHC properties over a week long blitz in June 2014.

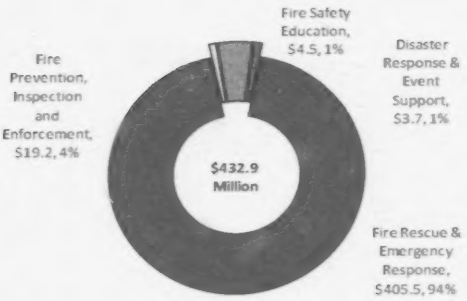
Our Service Deliverables for 2015

Toronto Fire Services is responsible for providing 24-hour emergency response to individuals experiencing injury or illness. The 2015 Operating Budget will enable the Program to:

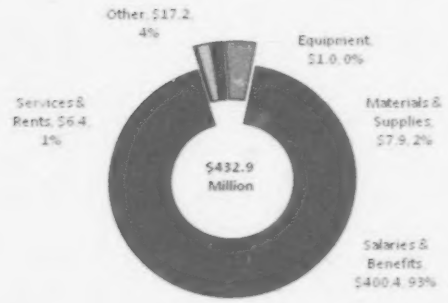
- Provide 24-hour emergency response for the City of Toronto from 83 fire stations located across the City.
- Replace 21 emergency response vehicles in 2015.
- Respond to approximately 112,000 emergency incidents resulting in approximately 290,000 vehicle responses.
- Respond to 26,600 fire alarms and over 11,000 fires.
- Respond to 52,000 medical emergencies and over 12,500 vehicle incidents and rescues.
- Train and equip HUSAR and CBRN teams to be ready to respond to major disasters.
- Host over 1,900 public education forums to promote fire safety.
- Inspect 79,000 new, existing and rehabilitated buildings.

Where the money goes:

2015 Budget by Service
$433.277. Million

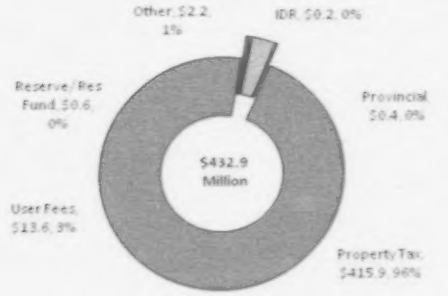

Fire Safety Education, $4.5, 1%
Disaster Response & Event Support, $3.7, 1%
Fire Prevention, Inspection and Enforcement, $19.2, 4%
$432.9 Million
Fire Rescue & Emergency Response, $405.5, 94%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



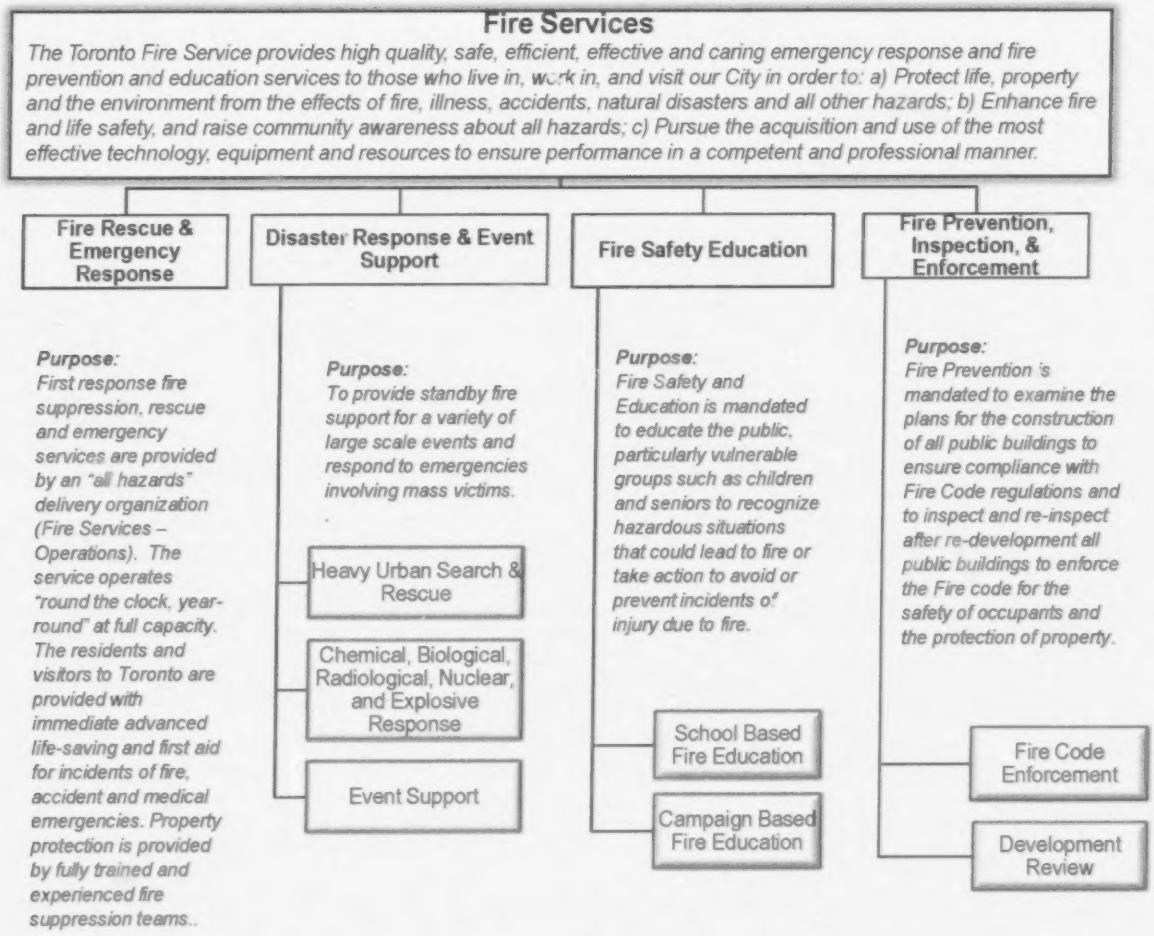
Our Key Challenges & Priority Actions

- The **2013-2017 Recreation Service Plan** is focused on increasing participation, removing financial barriers, and increasing access.
  - ✓ The 2015 Recommended Operating Budget includes the annualized cost of prior year impact funding of $3.440 million net to continue implementing recreation initiatives approved in 2014 that include: 16 Community Centres Where Programs are Free, 8 site expansion of the ARC program, Swim to Survive Program Expansion, and Enhanced Youth Lounge Expansion by 4 lounges.
- The Parks Plan outlines the priorities for Horticulture, Trails, Quality of Parks and Community Engagement. The initiatives to meet the goals in this plan will require significant resources which will be considered in future operating budgets.
- Urban Forestry continues to address the Emerald Ash Borer (EAB) infestation until 2019 while maintaining core service levels.
  - ✓ $18.5 million for Year 5 of the EAB Plan and $8.1 million of funding for the Urban Forestry Service Plan will be available in 2015.
  - ✓ An additional $0.500 million in 2015 will be dedicated to tree planting to supplement the Urban Forestry Service Plan.

2015 Operating Budget Highlights

- Provides funding for prior year impacts of new services approved in 2014 ($7.281 million), operating impacts for new recreation facilities and parks ($2.108 million), inflationary provisions for staff salaries and benefits ($8.878 million), and general economic increases ($2.211 million).
- Base expenditure reductions and revenue changes from user fee increases of $3.925 million partially offset budget pressures.
- Funding for key enhanced service priorities include:
  - ✓ A further investment of $0.500 million in tree planting to expand the City tree canopy with Toronto Parks & Trees Foundation.
  - ✓ $0.700 million gross and $0 net for 5 Pan Am Games initiatives that provide funding for enhanced horticulture displays, turf and general maintenance, enhanced staffing, permit relief, and Maple Leaf Forever Bracelets.

Program Map


Fire Services
The Toronto Fire Service provides high quality, safe, efficient, effective and caring emergency response and fire prevention and education services to those who live in, work in, and visit our City in order to: a) Protect life, property and the environment from the effects of fire, illness, accidents, natural disasters and all other hazards; b) Enhance fire and life safety, and raise community awareness about all hazards; c) Pursue the acquisition and use of the most effective technology, equipment and resources to ensure performance in a competent and professional manner.
Fire Rescue & Emergency Response
Disaster Response & Event Support
Fire Safety Education
Fire Prevention, Inspection, & Enforcement
Purpose:
First response fire suppression, rescue and emergency services are provided by an "all hazards" delivery organization (Fire Services – Operations). The service operates "round the clock, year-round" at full capacity. The residents and visitors to Toronto are provided with immediate advanced life-saving and first aid for incidents of fire, accident and medical emergencies. Property protection is provided by fully trained and experienced fire suppression teams..
Purpose:
To provide standby fire support for a variety of large scale events and respond to emergencies involving mass victims.
Heavy Urban Search & Rescue
Chemical, Biological, Radiological, Nuclear, and Explosive Response
Event Support
Purpose:
Fire Safety and Education is mandated to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.
School Based Fire Education
Campaign Based Fire Education
Purpose:
Fire Prevention is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect and re-inspect after re-development all public buildings to enforce the Fire code for the safety of occupants and the protection of property.
Fire Code Enforcement
Development Review

Service Customer

Fire Rescue & Emergency Response
- Incident Victim
- Property owner
- Property occupant
- Adjacent Property owners
- Insurance Companies

Disaster Response & Event Support
- Incident Victim(s)
- Corporations
- City Divisions – Office of Emergency Management, Shelter Support & Housing Administration, Emergency Medical Services, Toronto Police Services
- Large Event Attendees
- Insurance Companies
- Local Businesses
- Local Residents

Fire Safety Education
- Toronto Elementary School Teachers
- Community Groups
- Businesses
- Elementary School Children
- Parents / Guardians
- General Public

Fire Prevention, Inspection, & Enforcement
- Property owners
- Property User / Occupant
- Adjacent Property Owners / Neighbours

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/ Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Fire Rescue & Emergency Response											
Gross Expenditures	402,436.0	399,941.4	405,485.1		405,485.1	3,049.1	0.8%	3,061.2	0.8%	5,041.0	1.2%
Revenue	13,536.1	14,000.1	13,641.3		13,641.3	105.3	0.8%			(144.9)	(1.1%)
Net Expenditures	388,899.9	385,941.3	391,843.8		391,843.8	2,943.8	0.8%	3,061.2	0.8%	5,185.9	1.3%
Disaster Response & Event Support											
Gross Expenditures	1,256.9	1,249.1	1,426.6	2,302.4	3,729.0	2,472.1	196.7%	(2,446.7)	(65.6%)		
Revenue	587.9	567.2	544.3	2,302.4	2,846.7	2,258.8	384.2%	(2,446.7)	(85.9%)		
Net Expenditures	669.0	681.9	882.3		882.3	213.3	31.9%				
Fire Prevention, Inspection and Enforcement											
Gross Expenditures	18,863.5	18,746.6	18,049.2	1,187.2	19,236.4	372.9	2.0%	4,606.5	23.9%	2,897.1	13.1%
Revenue	495.9	478.5	500.9		500.9	4.9	1.0%				
Net Expenditures	18,367.5	18,268.1	17,548.3	1,187.2	18,735.5	367.9	2.0%	4,606.5	24.6%		
Fire Safety Education											
Gross Expenditures	2,978.4	2,959.9	4,476.6		4,476.6	1,498.2	50.3%	0.1	0.0%		
Revenue	13.7	13.2	11.3		11.3	(2.4)	(17.5%)				
Net Expenditures	2,964.7	2,946.8	4,465.3		4,465.3	1,500.6	50.6%	0.1			
Total											
Gross Expenditures	425,534.8	422,897.0	429,437.5	3,489.6	432,927.1	7,392.2	1.7%	5,221.2	1.2%	7,938.3	1.8%
Revenue	14,633.5	15,058.9	14,697.8	2,302.4	17,000.2	2,366.6	16.2%	(2,446.7)	(14.4%)	(144.9)	(0.9%)
Total Net Expenditures	410,901.3	407,838.1	414,739.7	1,187.2	415,926.9	5,025.6	1.2%	7,667.9	1.8%	8,083.2	1.9%
Approved Positions	3,126.8	3,044.3	3,128.8	28.0	3,156.8	30.0	1.0%	22.0	0.7%	24.0	0.8%

The 2015 Operating Budget for Toronto Fire Services is $432.927 million gross and $415.927 million net. The net budget increased by $5.026 million or 1.2% due to the following.

- Base pressures are mostly attributable to inflationary increases in payroll and non-payroll, an increase in the contribution to the vehicle reserve for the replacement of vehicles that are over 15 years of age and the annualization cost to reflect full year funding for the maintenance of the Toronto Radio Infrastructure Project (TRIP).
- The 2015 Operating Budget includes new funding of $3.490 million gross and $1.187 million net to fund TFS' preparation and participation in the PanAm Games and the additional 25 new Fire Prevention and Public Education positions to enhance the City's fire prevention and public education programs.
- The 2016 and 2017 future year incremental costs are mainly attributable to the addition of 25 Fire Prevention and Public Education Officers in each of 2016 and 2017 to further enhance Fire Services' Fire Prevention and Education programs and to maintain the City's FUS rating of Class 3, step increments and progression pay increases and an additional contribution to the vehicle reserve in 2016 and 2017 as part of the 3-year plan to ensure sufficiency in reserve funding to address the current backlog of vehicles.

Approval of the 2015 Operating Budget will result in Toronto Fire Services increasing its total staff complement by 30 positions from 3,126.8 to 3,156.8, as highlighted in the table on the following page:

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced										
	Disaster Response & Event Support		Fire Prevention, Inspection and Enforcement		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
Addition of 25 Fire Prevention and Public Education positions			1,187.2	1,187.2	1,187.2	1,187.2	25.0	1,709.5			
Sub-Total			1,187.2	1,187.2	1,187.2	1,187.2	25.0	1,709.5			
New Service Priorities											
(a) New Services											
PanAm Games - Preparation and Planni	259.7				259.7		3.0		(3.0)		
PanAm Games - Operations	2,042.7				2,042.7						
Sub-Total	2,302.4				2,302.4		3.0		(3.0)		
Total	2,302.4		1,187.2	1,187.2	3,489.6	1,187.2	28.0	1,709.5	(3.0)		

Enhanced Service Priorities $1.187 million gross & net)

Addition of 25 Fire Prevention and Public Education positions

- Funding of $1.187 million for an additional 25 permanent positions to enhance TFS' fire prevention, public education and inspection activities was approved by City Council. These 25 new fire prevention and public education officers will provide various services, including an enhanced pre-fire planning program, a city-wide risk based inspection program, fire cause determinations/fire investigation to assist in the development of targeted public education efforts, and additional education staff to deliver fire safety messages across the City.
- Recent studies undertaken for the City, including the Fire/EMS efficiency review and the Fire Underwriter's Survey, include recommendations for City to focus more on fire prevention and education to proactively mitigate and manage fire and other emergency risks. These studies highlighted that over time, jurisdictions with a focus on prevention and education have realized reductions in fires and fire deaths. Both studies recommend that the City enhance its investment in fire prevention and education in the short and longer term.
- The Fire Protection and Prevention Act (FPPA) mandates the delivery of both Public Education and Fire Code Inspections / Enforcement as the first two lines of defence in Ontario.
- The Fire Underwriter's Survey undertaken in 2012/2013 included a number of recommendations that supported the findings of the Fire/EMS Efficiency Study conducted by Pomax in 2012 with respect to the need for the expansion of Fire Prevention and Public Education activities. Both studies recommended an increase in staffing in the Fire Prevention and Public Education Service to bolster the activities of the under-resourced area. These recommendations are supported by the Office of the Ontario Fire Marshal. To achieve this goal, Pomax recommended the addition of 100 addition Fire Prevention and Public Education staff over a number of years. The FUS study supported this recommendation, indicating the need for additional staff for fire prevention and public education if the City wishes to maintain and/or improve its fire insurance rating to a Class 3.
- The 2015 Operating Budget includes the addition of 25 new permanent Fire Prevention, Public Education and Inspection positions and the 2016 and 2017 Plans include an additional 25 new staff for each year. Combined with the 15 new positions approved in 2013 and 25 Fire Prevention

Officers approved in 2014, the increase in fire prevention, public education and inspection activities will total 115 positions by 2017.

- The addition of fire prevention and public education positions has enabled TFS to increase inspections by approximately 7,500 inspections or 10% each year.
- The number of inspections increased from 64,925 in 2013 to 71,000 in 2014, a 10% increase that reflects the addition of 40 Fire Prevention Officers in 2013 and 2014 as well the implementation of hand-held tablets in 2014.
- In 2015, 2016 and 2017, inspections are projected to increase by an additional 10% based on the 25 new fire prevention and public education positions in 2015 and the planned increase of 25 new positions in 2016 and 2017.

New Service Priorities ($2.302 million gross & $0 net)

PanAm Games – Preparation ($0.260 million gross and $0 net)

- The Pan Am and the ParaPan Am Games are large scale one-time events that require contingency planning, operational and logistical support resources over and above TFS' normal day-to-day business activities to ensure that appropriate emergency response and life safety systems are in place at each of the venues; including support facilities and athlete housing. TFS is mandated to ensure that an effective emergency response capability is maintained across the City, at all times.
- The 3 temporary positions will commence in January and will require funding of $0.260 million gross and $0 net, fully funded from the Tax Rate Stabilization Reserve. The 3 new temporary positions are: 1 Acting Captain for fire prevention and 2 Acting Captains for operations, dedicated to the Pre-games Contingency Planning and "Just-in-Time" related approval services. The primary role of these positions will be the development and revision of contingency plans for venues and events, assist in the consistent approach for the approval and implementation of all alternative solutions/measure proposed by TO2015, assist in permit review (building permits, pyrotechnic permits, etc) and to establish and co-ordinate the implementation of operating/logistical support protocols for TFS during the games.
- The 3 temporary Acting Captains will provide the following services:
  - Due to the dynamic nature of the games activities (e.g. the need for alternative fire protection measures, event change-outs, temporary medical cabling, temporary structures, etc.) mitigating ongoing fire prevention infractions in a timely manner will require a dedicated fire prevention Captain to address issues during business hours with some after hours work factored in. Accommodating fire prevention approvals and/or the implementation of acceptable alternative measures and ensuring the timely resolution of infractions will be challenging, particularly during the two weeks leading up to the commencement of the games.
  - 2 acting Captains for operations will be assigned to venues during live broadcast events and other complicated/challenging venues and will also provide for a quicker resolution to false alarms; and in the case of an actual incident, will avoid delays in initiating appropriate actions that can prevent unnecessary escalation of the event.

- These positions will transition to an operational and logistical support role during the actual games and then to a post-games administration coordination role. The approved funding will cover these costs during the period from January 1 to September 30, 2015.

PanAm Games – Operational and Logistic Support ($2.043 million gross and $0 net)

- During the Pan Am/ParaPan American Games, TFS will be providing enhanced on-site and timely decision-making expertise in the areas of fire prevention and emergency operations response to ensure for adequate life safety and fire protection at all times and minimal disruption to Pan/Parapan Am games operations and athletes.
- No additional positions are requested for the event itself as the majority of staffing assignments will be accommodated using the overtime provision of Local Union 3888 collective agreement. Funding will also be required for the development and completion of mandatory games-specific training for all TFS staff providing venue, operations, and logistics support, as it pertains to their roles and responsibilities during the games. Costs for materials, equipment and consumables required in direct support of the games have also been included in the funding requirements.
- The 2015 Operating Budget provides funding of $2.043 million gross and $0 net for PanAm Operational and Logistic Support to cover the cost of providing these services over the Program's current service levels that will be recovered from Ontario/TO2015.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	2,375.0		2,375.0			2,375.0		2,375.0		
Annualization										
Contribution to the Vehicle Reserve	500.0		500.0			500.0		500.0		
Reversal of PanAm Funding	(2,446.7)	(2,446.7)			(3.0)					
Annualized cost of 25 new positions recommended in 2015	1,709.5		1,709.5							
Operating Impacts of Capital	175.9		175.9			2,300.6		2,300.6		
Delivery of Capital Projects						(144.9)	(144.9)			(1.0)
IDC - Solid Waste	10.9		10.9			10.9		10.9		
Other						2.4		2.4		
Sub-Total	2,324.6	(2,446.7)	4,771.3		(3.0)	5,044.0	(144.9)	5,188.8		(1.0)
Anticipated Impacts:										
Additional 25 Fire Prevention and Public Education positions in 2016 and 2017	2,896.6		2,896.6		25.0	2,896.6		2,896.6		25.0
Sub-Total	2,896.6		2,896.6		25.0	2,896.6		2,896.6		25.0
Total Incremental Impact	5,221.2	(2,446.7)	7,667.9		22.0	7,940.6	(144.9)	8,085.5		24.0

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Salaries and benefit increases of $2.375 million in 2016 and 2017 are due to step increments, progression pay and associated benefits. COLA increases for Local 79 and Local 3888 are not included in 2016 and 2017 as these will be determined in the next collective agreement.
- Increase to the vehicle reserve of $0.500 million is planned in 2016 and again in 2017, respectively, for a total increase of $1.500 million over 3 years starting in 2015 to ensure the current backlog of vehicles for replacement are completed within 5 years.
- One-time funding of $2.447 million for the 2015 PanAm games including the 3 temporary positions will be reversed in 2016 following the completion of this event.
- Annualization cost to ensure full year funding for 25 Fire Prevention and Public Education positions in 2015 will require incremental funding of $1.710 million.
- Operating impact of completed capital projects account for an incremental cost of $0.176 million in 2016 and $2.301 million in 2017 to sustain the following capital projects once completed:
  - In 2016, completion of the Dynamic Staging/Predictive Modeling Software and the Emergency Phone System Replacement projects will require system maintenance & licensing costs of $0.060 million and the addition of 1 permanent position (Systems Integrator) to manage and monitor the new IP based 911 system respectively.
  - In 2017, the completion of the new fire station #144, located at Keele St. & Sheppard Avenue, (formerly identified as Station B) will require annual maintenance and utility costs of $2.010 million and one-time funding of $0.050 million for furniture and equipment for each station. The completion of 3 projects, Computer Aided Dispatch Upgrade, Emergency Communication System Enhancement and the final purchase of 150 thermal imaging cameras (TICs) will result

in additional $0.095 million for maintenance and services costs and an increase of $0.145 million to the Equipment Reserve to fund the replacement purchase of TICS scheduled in 2025.

Anticipated Impacts

- The outlooks reflect additional funding requirements of $2.897 million in each of 2016 and 2017 for 25 new positions to enhance Fire Services' Fire Prevention and Public Education programs and to maintain the City's FUS rating of Class 3.

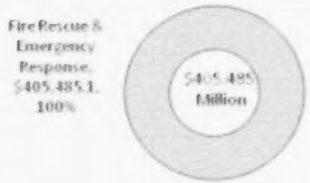
Fire Rescue & Emergency Response

Fire Rescue & Emergency Response

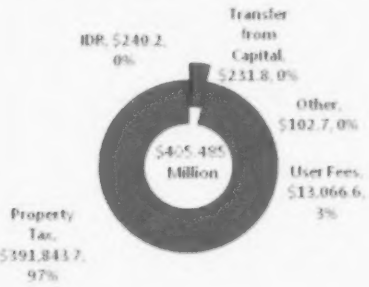
What We Do

- First response fire suppression, rescue and emergency services are provided by Toronto's only "all hazards" emergency response organization (Fire Services – Operations). The service operates 24/7/365 at full capacity. The residents and visitors to Toronto are provided with all-hazards emergency response across the City of Toronto.

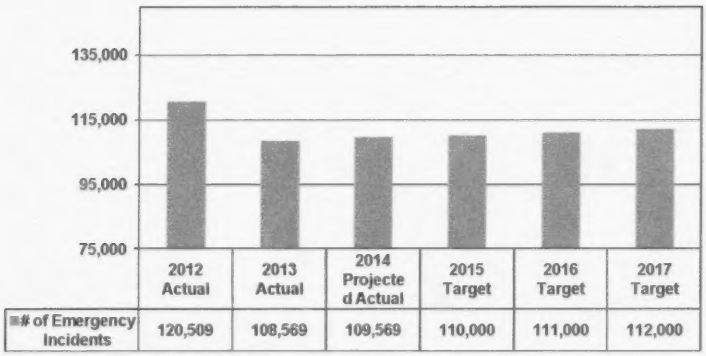
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



of Emergency Incidents



	2012 Actual	2013 Actual	2014 Projected Actual	2015 Target	2016 Target	2017 Target
# of Emergency Incidents	120,509	108,569	109,569	110,000	111,000	112,000

- Emergency incidents include TFS response to all types of emergencies including fires, emergency medical incidents, all types of rescue including water, high-angle, and specialized services including hazardous materials, etc.
- The reduction in incidents in 2013 onwards is the result of changes to the Tiered Response criteria where TFS responds to less medical calls.
- The 2015 – 2017 targets for emergency incidents are based on approximately 1% increase on a year to year basis based on the 2013 and 2014 experience.

2015 Service Levels
Fire Rescue & Emergency Response

Service	Activity	Type	Service Levels			
			2012	2013	2014	2015
Fire Rescue & Emergency Response		Call Processing Time (call received to dispatch) (1:00, 90% of the time as per NFPA 1221)	New in 2015			90%
		Turnout Time (dispatch to 1st truck responding) (1:20, 90% of the time as per NFPA 1710)	New in 2015			90%
		Travel Time (1st truck responding to on scene) (4:00, 90% of the time as per NFPA 1710)	New in 2015			90%
		Total Response Time (call received to 1st truck on scene) (6:20, 90% of the time as per NFPA 1710)	New in 2015			90%
		Total Response Time (full 1st alarm assignment) (10:20, 90% of the time)	New in 2015			90%
		Emergency Response - Alarm Response - Fire Incidents Response - Hazardous Material Response - Medical Response - Rescue Response - Vehicular Accident Response - Other Response	7:17	7:24	Dynamic Staging / Predictive Modelling Software to improve Response times.	Discontinued and replaced by specific type of response time. See above
		Non-Emergency Response - Public Service (Non-Emergency) - Water Problem - Assistance to other Agencies	Not available	13:40	Standard / Policy Revision.	Discontinued and replaced by specific type of response time. See above

Service Levels

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fire Rescue & Emergency Response	402,436.0	405,485.1		405,485.1	3,049.1	0.8%		**405,485.1**	3,049.1	0.8%	3,061.2	0.8%	5,041.0	1.2%
Total Gross Exp.	402,436.0	405,485.1		405,485.1	3,049.1	0.8%		**405,485.1**	3,049.1	0.8%	3,061.2	0.8%	5,041.0	1.2%
REVENUE														
Fire Rescue & Emergency Response	13,536.1	13,641.3		13,641.3	105.3	0.8%		**13,641.3**	105.3	0.8%	0.0	0.0%	(144.9)	(1.1%)
Total Revenues	13,536.1	13,641.3		13,641.3	105.3	0.8%		**13,641.3**	105.3	0.8%	0.0	0.0%	(144.9)	(1.1%)
NET EXP.														
Fire Rescue & Emergency Response	388,899.9	391,843.7		391,843.7	2,943.8	0.8%		**391,843.7**	2,943.8	0.8%	3,061.2	0.8%	5,185.9	1.3%
Total Net Exp.	388,899.9	391,843.7		391,843.7	2,943.8	0.8%		**391,843.7**	2,943.8	0.8%	3,061.2	0.8%	5,185.9	1.3%
Approved Positions	2,946.2	2,945.7		2,945.7	(0.5)	(0.0%)		**2,945.7**	(0.5)	(0.0%)			(1.0)	(0.0%)

The 2015 Operating Budget for Fire Rescue & Emergency Response of $405.485 million gross and $391.844 million net is $2.944 million or 0.8% over the 2014 Approved Net Budget.

The **Fire Rescue & Emergency Response** service provides first response fire suppression, rescue and emergency services by an "all hazards" delivery team (Fire Services – Operations). This service operates "round the clock, year-round" at full capacity and residents and visitors to Toronto are provided with immediate advanced life-saving and first aid for incidents of fire, accident and medical emergencies.

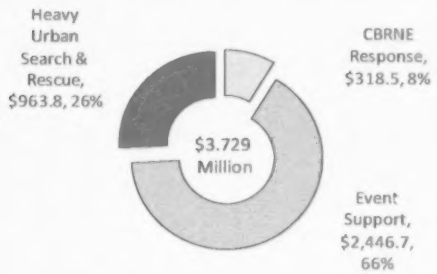
- Base pressures within this service are due mainly to an inflationary cost increase for salary and benefits totalling $2.054 million, increased vehicle reserve contribution of $0.470 million, the annualized impact of the operating costs of $0.145 million for Toronto Radio Infrastructure Project (TRIP), and funding of $0.232 million for 2 temporary positions (funded from Capital) to develop and implement the Emergency Phone System and the Computer Aided Dispatch System capital projects.
- The 2016 and 2017 Plans reflect the inflationary cost increases for progression pay, step increments and fringe benefits adjustments and a further increase to the vehicle reserve of $0.470 million as part of a 3-year plan to increase the vehicle reserve contribution by $1.500 million by 2017 that will ensure the current backlog of vehicles for replacement are completed within 5 years.

Disaster Response & Event Support

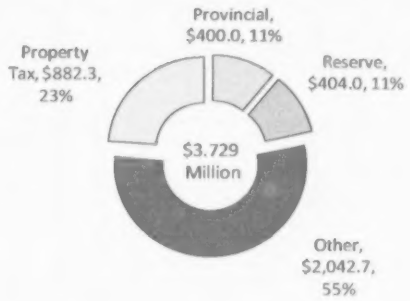
What We Do

- Provide proactive support and emergency response planning for a variety of large scale events and respond to emergencies involving mass victims, including chemical, biological, radiological, nuclear & explosive (CBRNE) response to emergency incidents both within the City and as requested by the provincial and/or federal governments.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels

Disaster Response and Event Support

Service	Activity	Type	Service Levels			
			2012	2013	2014	2015
Disaster Response and Event Support	Heavy Urban Search and Rescue		Service level currently under development			
	Chemical, Biological, Radiological, Nuclear, and Explosive Response		Service level currently under development			
	Event Support		Service level currently under development			

The 2015 service levels are under review by the Program and will be finalized in time for the 2016 Budget process.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Chemical, Biological, Radiological, Nuclear & Explosive Response	316.6	318.5		318.5	1.9	0.6%		318.5	1.9	0.6%				
Event Support	188.6	144.3		144.3	(44.3)	(23.5%)	2,302.4	2,446.7	2,258.1	1197.2%	(2,446.7)	(100.0%)		
Heavy Urban Search & Rescue	751.7	963.8		963.8	212.1	28.2%		963.8	212.1	28.2%				
Total Gross Exp.	1,256.9	1,426.6		1,426.6	169.7	13.5%	2,302.4	3,729.0	2,472.1	196.7%	(2,446.7)	(65.6%)		
REVENUE														
Chemical, Biological, Radiological, Nuclear & Explosive Response	100.0	100.0		100.0				100.0						
Event Support	187.9	144.3		144.3	(43.6)	(23.2%)	2,302.4	2,446.7	2,258.8	1202.2%	(2,446.7)	(100.0%)		
Heavy Urban Search & Rescue	300.0	300.0		300.0				300.0						
Total Revenues	587.9	544.3		544.3	(43.6)	(7.4%)	2,302.4	2,846.7	2,258.8	384.2%	(2,446.7)	(85.9%)		
NET EXP.														
Chemical, Biological, Radiological, Nuclear & Explosive Response	216.6	218.5		218.5	1.9	0.9%		218.5	1.9	0.9%				
Event Support	0.7	0.0		0.0	(0.7)	(99.4%)		0.0	(0.7)	(99.4%)				
Heavy Urban Search & Rescue	451.7	663.8		663.8	212.1	47.0%		663.8	212.1	47.0%				
Total Net Exp.	669.0	882.3		882.3	213.3	31.9%		882.3	213.3	31.9%				
Approved Positions	3.2	3.3		3.3	0.1	3.1%	3.0	6.3	3.1	96.9%	(3.0)	(47.6%)		

The 2015 Operating Budget for Disaster Response and Event Support of $3.729 million gross and $0.882 million net is $0.213 million or 31.9% over the 2014 Approved Net Budget.

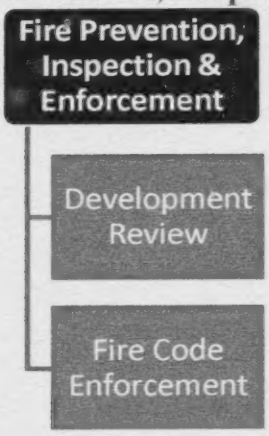
The **Disaster Response & Event Support** service provides standby fire support for a variety of large scale events and response to emergencies involving mass victims. This service includes 3 activities which are discussed below:

- The ***Chemical, Biological, Radiological, Nuclear & Explosive Response (CBRNE)*** activity of $0.319 million gross and $0.219 million net is $0.002 million or 0.9% over the 2014 Approved Budget.
  - The CBRNE Response Team responds to emergency incidents where these five hazards are present.
  - Base budget pressures are due mainly to inflationary increases in salaries and benefits due to progression pay and associated benefits.
- The ***Event Support*** is $2.447 million gross and $0 net which is $2.259 million gross over the 2014 Approved Budget. Funding of $2.447 million represents full funding for the PanAm/Parapan Am games. (1 position that was approved in 2014 with funding of $0.144 million will continue to 2015.)
  - The Event Support is provided by TFS during large scale special events such as the PanAm/ParapanAm games that require contingency planning, operational and logistical support resources over and above TFS' normal day-to-day business activities to ensure that appropriate emergency response and life safety systems are in place.
  - The Event Support activity includes new funding of $2.302 million gross and $0 net for TFS' participation in the preparation and planning of emergency coverage during the PanAm/ParapanAm games and enhanced level of service at specified venues during the

duration of the games. Funding required for the preparation and planning of $0.260 million will be funded from the Tax Stabilization Reserve and funding of $2.043 million for TFS services during the games that are over and above normal activities will be recovered from Ontario/TO2015.

- The ***Heavy Urban Search and Rescue*** is $0.964 million gross and $0.664 million net which is $0.212 million or 47% over the 2014 Approved Budget.
  - The Heavy Urban Search and Rescue (HUSAR) Task Force is a special operations team with medical, fire suppression, emergency response, search and rescue, and engineering backgrounds to respond to disaster situations at a city, provincial and national level as well as offer international assistance.
  - Base budget pressures are due mainly to inflationary increases in salaries and benefits due to progression pay and associated benefits and a technical adjustment of $0.169 million from the Fire Code Enforcement activity.

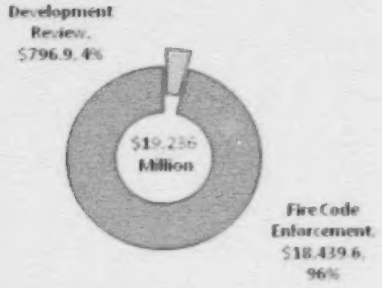
Fire Prevention, Inspection & Enforcement



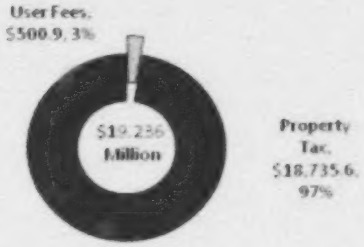
What We Do

- Fire Prevention is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect buildings for the purposes of enforcing the Ontario Fire Code for the safety of occupants and the protection of property.

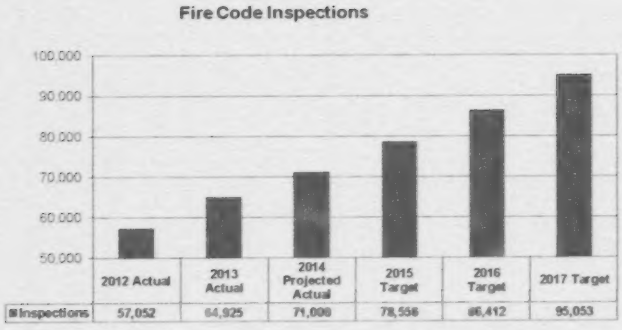
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Fire Code Inspections



- The number of inspection has steadily increased from 64,925 in 2013 to 71,000 in 2014 reflecting the addition of new Fire Prevention Officers in 2013 and 2014 and the enhanced productivity due to the implementation of hand-held tablets.
- In 2015, inspections are projected to further increase due to the recommended 25 new positions.
- Future year increases in 2016 and 2017 reflect the projected additional 50 new positions in Fire Prevention and Public Education subject to future year operating budget process.

2015 Service Levels
Fire Prevention, Inspection & Enforcement

Service	Activity	Type	Service Levels			
			2012	2013	2014	2015
Fire Prevention, Inspection, & Enforcement	Development Review		29% of inspections completed within 7 days		Service levels under review	
	Fire Code Enforcement		25% of inspections compliant on first inspection		Service levels under review	

The 2015 service levels are under review by the Program and will be finalized in time for the 2016 budget process.

Service Performance

Performance measures under development

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget									Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Development Review	806.9	761.3		761.3	(45.6)	(5.7%)	35.6	**796.9**	(10.0)	(1.2%)	138.2	17.3%	86.9	9.3%
Fire Code Enforcement	18,056.6	17,288.0		17,288.0	(768.6)	(4.3%)	1,151.5	**18,439.5**	383.0	2.1%	4,468.4	24.2%	2,810.2	12.3%
Total Gross Exp.	18,863.5	18,049.3		18,049.3	(814.2)	(4.3%)	1,187.1	**19,236.4**	373.0	2.0%	4,606.6	23.9%	2,897.1	10.8%
REVENUE														
Development Review	14.2	14.6		14.6	0.4	2.8%		**14.6**	0.4	2.8%				
Fire Code Enforcement	481.7	486.2		486.2	4.5	0.9%		**486.2**	4.5	0.9%				
Total Revenues	495.9	500.8		500.8	4.9	1.0%		**500.8**	4.9	1.0%				
NET EXP.														
Development Review	792.7	746.7		746.7	(46.0)	(5.8%)	35.6	**782.3**	(10.4)	(1.3%)	138.2	17.7%	86.9	9.4%
Fire Code Enforcement	17,574.9	16,801.8		16,801.8	(773.1)	(4.4%)	1,151.5	**17,953.3**	378.4	2.2%	4,468.4	24.9%	2,810.2	12.5%
Total Net Exp.	18,367.5	17,548.4		17,548.4	(819.1)	(4.5%)	1,187.1	**18,735.6**	368.1	2.0%	4,606.6	24.6%	2,897.1	11.0%
Approved Positions	154.0	150.8		150.8	(3.2)	(2.1%)	25.0	**175.8**	21.8	14.2%				

The 2015 Operating Budget for Fire Prevention, Inspection & Enforcement of $19.237 million gross and $18.736 million net is $0.368 million or 2.0% over the 2014 Approved Net Budget.

The **Fire Prevention, Inspection and Enforcement** service is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect and re-inspect after re-development all public buildings to enforce the Fire code for the safety of occupants and the protection of property.

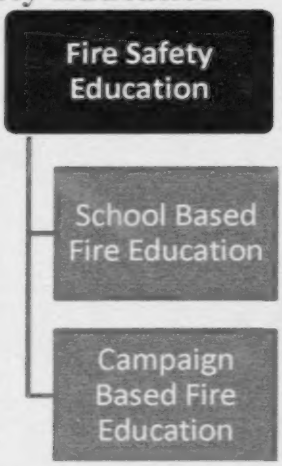
This service includes 2 activities which are discussed below:

- ***The Development Review*** activity is $0.797 million gross and $0.782 million net which is $0.010 million or 1.3% below the 2014 Approved Budget. The base budget reduction of $0.046 million is mainly due to salary and benefit adjustments based on the wage level of actual staff partially offset by new funding of $0.036 million (see Enhanced Service Priority below).

  - Development Review is an activity provided by TFS to assist Toronto Building Services (when required) in the testing of life safety systems in a newly constructed building. TFS reviews drawings with Technical Services at the site plan stage with respect to Fire Department access. Fire Department Access includes location of Annunciator Panel, Fire Department connections, Fire Routes and ground floor access.

- The ***Fire Code Enforcement*** activity is $18.440 million gross and $17.953 million net which is $0.379 million or 2.2% over the 2014 Approved Budget.
  - Fire Code Enforcement is responsible for the inspection of buildings for the purposes of enforcing the Ontario Fire Code for the safety of occupants and the protection of property.
  - The following changes are included in the 2015 Operating Budget for Fire Code Enforcement:
    - ✓ A reduction in funding of $0.769 million, mainly in salaries and benefits of $0.647 million based on actual staff and the transfer of overtime funding of $0.169 million to the Heavy Urban Search & Rescue Unit based on actual experience.
- The 2015 Operating Budget includes new funding of $1.187 million gross and net for 25 new Fire Prevention and Public Education positions, allocated between the 2 activities, that will provide various services such as enhanced pre-fire planning program, a city-wide risk based inspection program, fire cause determinations/fire investigation to assist in the development of targeted public education efforts, and additional education staff to deliver fire safety messages across the City.
- The addition of fire prevention and public education positions has enabled TFS to increase inspections by approximately 7,500 inspections or 10% each year.
  - The number of inspections increased from 64,925 in 2013 to 71,000 in 2014, a 10% increase that reflects the addition of 40 Fire Prevention Officers in 2013 and 2014 as well the implementation of hand-held tablets in 2014.
  - In 2015, 2016 and 2017, inspections are projected to increase by an additional 10% to reflect the 25 new fire prevention and public education positions in 2015 and the planned increase of 25 new positions in 2016 and 2017.

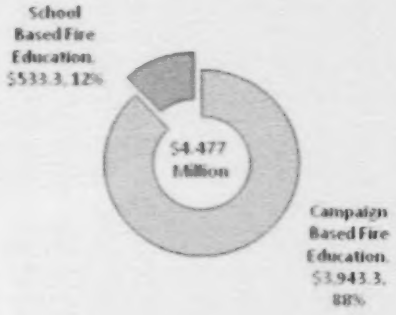
Fire Safety Education



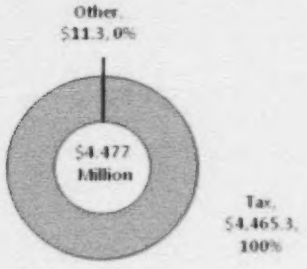
What We Do

- Fire Safety Education is mandated through the Ontario Fire Protection and Prevention Act (FPPA) to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

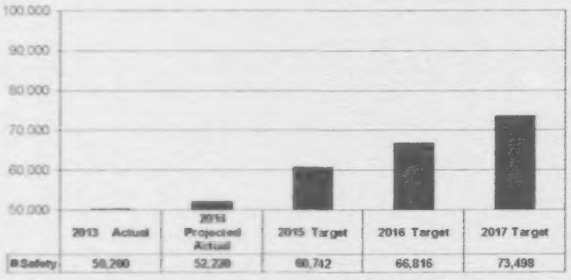
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Groups Receiving Fire Safety Education Material



- TFS has been focusing on increasing public knowledge of fire safety which helps reduce the incidence of fire and the associated risk of injury and death.
- The distribution of fire safety education materials will continue to increase and TFS is projecting a 15% increase in 2015 from 2014 and 10% increase thereafter.
- These educational materials (i.e. safety brochures, fire safety activity sheets) include fire prevention information for people of all ages on how to make responsible choices regarding fire and life safety.

2015 Service Levels
Fire Safety Education

Service	Activity	Type	2012	2013	2014	2015
Fire Safety Education	School Based Fire Education		100% of Schools, up to grade 4; and, grades 5 to 8 by June 2012 in all TCDSB and TDSB schools.	Continue to expend annual public education initiatives promoting fire safety and awareness	Continue to expend annual public education initiatives promoting fire safety and awareness	Continue to expand annual public education initiatives promoting fire safety and awareness
	Campaign Based Fire Education	Fire Education Material / Brochures	1 public educator per 130,000 population		1 public educator per 108,000 population	1 public educator per 94,299 population
		Fire Education Training Sessions*	1 public educator per 130,000 population		1 public educator per 108,000 population	1 public educator per 94,299 population
		Public Events	1 public educator per 130,000 population		1 public educator per 108,000 population	1 public educator per 94,299 population

The improved public educator to resident ratio results from the increase of 25 Fire Prevention and Public Education positions in 2015.

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Campaign Based Fire Education	2,590.1	3,943.3		3,943.3	1,353.2	52.2%		**3,943.3**	1,353.2	52.2%				
School Based Fire Education	388.3	533.3		533.3	145.0	37.3%		**533.3**	145.0	37.3%	0.1	0.02%	0.1	0.02%
Total Gross Exp.	2,978.4	4,476.6		4,476.6	1,498.2	50.3%		**4,476.6**	1,498.2	50.3%	0.1	0.0%	0.1	0.0%
REVENUE														
Campaign Based Fire Education	5.6	3.2		3.2	(2.4)	(42.8%)		**3.2**	(2.4)	(42.8%)				
School Based Fire Education	8.1	8.1		8.1				**8.1**						
Total Revenues	13.7	11.3		11.3	(2.4)	(17.5%)		**11.3**	(2.4)	(17.5%)				
NET EXP.														
Campaign Based Fire Education	2,584.5	3,940.1		3,940.1	1,355.6	52.4%		**3,940.1**	1,355.6	52.4%				
School Based Fire Education	380.2	525.3		525.3	145.0	38.1%		**525.3**	145.0	38.1%	0.1	0.02%	0.1	0.02%
Total Net Exp.	2,964.7	4,465.3		4,465.3	1,500.6	50.6%		**4,465.3**	1,500.6	50.6%	0.1	0.0%	0.1	0.0%
Approved Positions	23.4	29.0		29.0	5.6	23.9%		**29.0**	5.6	23.9%				

The 2015 Operating Budget for Fire Safety Education of $4.477 million gross and $4.465 million net is $1.501 million or 50.6% over the 2014 Approved Net Budget.

The **Fire Safety Education** service is mandated to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

This service includes 2 activities which are discussed below:

- The **Campaign Based Fire Education** is $3.943 million gross and $3.940 million net which is $1.356 million or 52.5% over the 2014 Approved Budget.
  - Under the Campaign Based Fire Education activity, TFS promotes fire safety education to the public through a number of on-going annual campaigns - Safety Awareness Week in June / Fire Prevention Week in October. New campaigns are also developed and implemented on an on-going basis - e.g 12 Days of Holiday Fire Safety/ Carbon Monoxide (CO) Awareness Week.
  - Base pressures of $1.357 million include inflationary increases in payroll and non-payroll as well as the re-allocation of 5.6 positions from other services to reflect the actual number staff assigned to this activity.

- The **School Based Fire Education** is $0.533 million gross and $0.525 million net which is $0.145 million net or 38.1% over the 2014 Approved Budget.
  - The School Based Fire Education implements the Risk Watch Safety curriculum in over 600 elementary schools. TFS public educators support the teachers in the classroom with fire safety presentations to students, community safety days at the schools, teacher workshops, school fire safety drills and arranges station tours for classrooms and visits to the school by TFS crews.
  - Base budget pressures include COLA for Local 79 only, progression pay and associated benefits and inflationary increases in non-payroll accounts.

Fire Services

2015 – 2024 Capital Budget and Plan Overview

Toronto Fire Services (TFS) is dedicated to protect life, property and the environment from the effects of fires, illnesses, accidents, natural disasters and other hazards.

TFS currently operates 83 fire stations and 9 support facilities with a total area of approximately 775,125 sq. ft. with an estimated replacement value of $348.806 million.

Fire Services' 10-Year Capital Plan of $60.193 million provides funding for the replacement of emergency equipment and personal protective equipment used by firefighters as well as the construction of 3 new fire stations based on anticipated population density and required emergency response times.

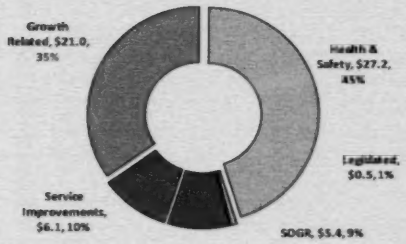
Toronto Radio Infrastructure Project (TRIP)

The Radio Infrastructure Replacement project is a corporate initiative to replace the joint radio communication system infrastructure for the City's emergency services, Fire Services, Toronto Police Service and Toronto Paramedic Services. This project is anticipated to be completed in mid-2015.

Capital Spending and Financing:

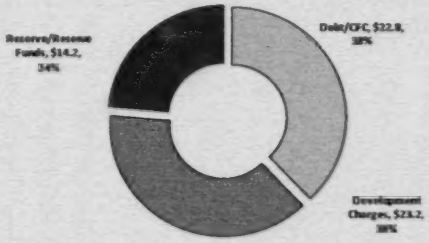
2015-2024 Capital Budget and Plan

by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan

by Funding Source ($Million)



2014 Key Service Accomplishments

In 2014, Fire Services accomplished the following:

- Completed the following projects:
  - The construction of a new station at Midland and Eglinton, *Station D#221* was completed in August 2014. The project's total capital expenditures of $7.640 million represent 100% of the approved project cost.
  - The *Replacement of HUSAR Equipment* project for $0.050 million which represents 100% of the total project cost approved in 2014.
  - Delivered and placed in service 6 Pumper/Rescues, one HUSAR Roll-Off truck, 40 various light vehicles. 5 Pumper/Rescues that were delivered in December 2013 were also placed in service in 2014.
- Continued making progress on the following projects:
  - The *Self-Contained Breathing Apparatus* project with a significant number of equipment delivered in 2014 and the balance to be delivered in the 1st quarter of 2015. The project was delayed due to NFPA Standard revisions governing the design of the current equipment to address health & safety concerns.
  - The *Construction of the Chaplin Station* project that was delayed due to issues with moving the sewer lines that required approval from the Ministry of Environment. The project is anticipated to be completed in 2015.
  - The *specialized trucks and equipment* are being outfitted to meet Fire Services requirements and delivery of 7 specialized trucks is expected in 2015.
  - The *Dynamic Staging Predictive Modelling* project is currently under negotiations and implementation is scheduled in 2015.

Key Challenges & Priority Actions

Addressing the State of Good Repair Backlog – the 2014 year-end backlog is estimated at $980.922 million and is anticipated to grow to $1.121 billion by 2024.

- ✓ The 10-Year Capital Plan includes funding of $3.106 billion for SOGR funding to address accumulated backlog primarily for major and local roads and the rehabilitation of the F.G. Gardiner Expressway, including increased funding of $284 million.

The Management of Traffic Congestion in the City – As densification in the City of Toronto continues, the demands on the City's road network also increases resulting in congestion.

- ✓ The 10-Year Capital Plan includes funding of $526 million for growth related project, including traffic congestion management projects and projects that help manage traffic congestion in areas that have experienced significant growth over recent years. This includes a recommended increased investment of $124 million

2015 Capital Budget Highlights

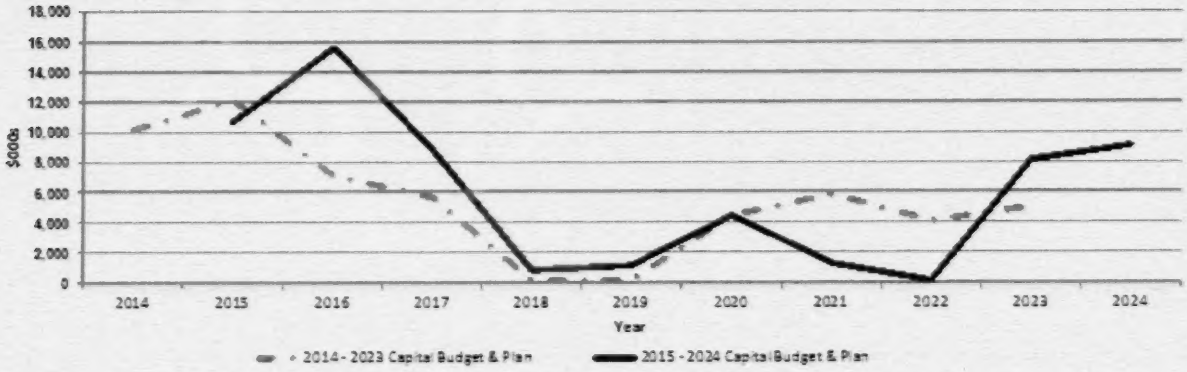
The 2015 Capital Budget for Fire Services of $20.715 million, including carry forward funding, will:

- Begin enhancements to the Computer Aided Dispatch system and the Emergency Communication System.
- Begin the purchase of 150 thermal imaging cameras that will allow firefighters to see areas of heat through smoke, darkness, etc., bunker suits and the renovation/repurposing of Fire Station #424 at Runnymede Rd.
- Continue the purchase of 7 specialized fire trucks that are custom made to meet TFS' requirements that are beyond normal parameters of the standard apparatus used by TFS.
- Complete the replacement of the emergency phone system to support the migration from a circuit switched technology to an Internet Protocol (IP) platform, the implementation of predictive modelling/dynamic staging software to aid in the deployment of resources and the purchase of self-contained breathing apparatus.
- Complete the repair of training equipment such as special operations water simulator and training simulators.

Continue the construction of three fire stations, Station B #144 – Keele St (Downsview), Station #135 - Chaplin Crescent Station and Station A (Stn #414) Hwy 27 and Rexdale Blvd.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	10,191	12,092	7,074	5,650	150	150	4,450	5,851	4,068	5,052		54,728
2015 - 2024 Capital Budget & Plan		10,661	15,633	8,775	820	1,150	4,450	1,250	150	8,186	9,118	60,193
Change %		(11.8%)	121.0%	55.3%	446.7%	666.7%	0.0%	(78.6%)	(96.3%)	62.0%		10.0%
Change $		(1,431)	8,559	3,125	670	1,000	0	(4,601)	(3,918)	3,134		5,465

Table 1

Summary of Capital Projects by Category (In $000s)

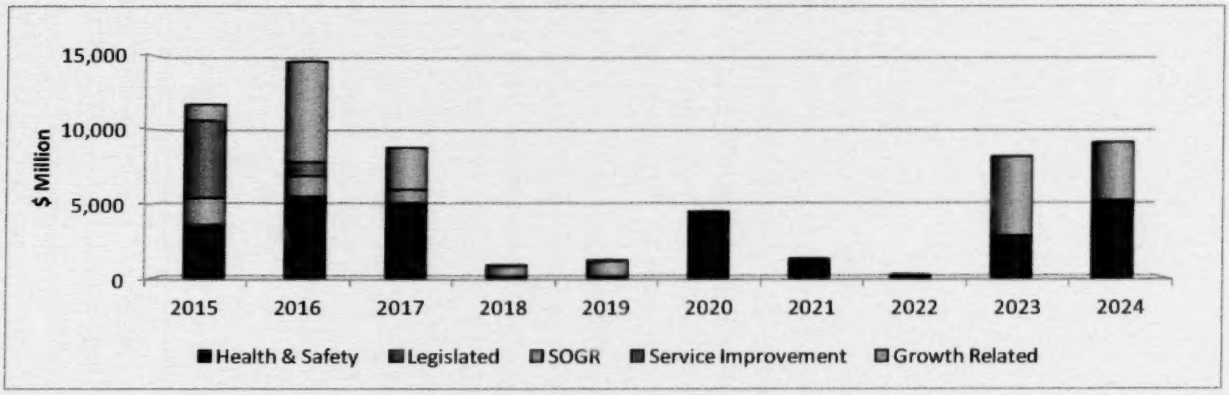
	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
Health & Safety													
Signal Major Modifications		2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	22,900	
New Traffic Control Signals / Devices		2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	21,800	
Accessible Pedestrian Signals (Audible Signals)		2,000	1,500	810	810	810	810	810	810	810	810	9,980	
Salt Management Program		1,050	1,077	1,105	1,131	1,159	1,159	1,159	1,159	1,159	1,159	11,317	
Pedestrian Safety and Infrastructure Programs		641	657	673	690	707	707	707	707	707	707	6,903	
Upgrades To Meet New ESA Requirements		400	400	400	400	400	400	400	400	400	400	4,000	
PXO Visibility Enhancement		569	569									1,138	
Traffic Sign Structure Replacement		915	200									1,115	
Local Geometric Traffic Safety Improvements		2,000	2,000	2,000								6,000	6,000
2 Way Radio Communication		2,200										2,200	2,200
Sub-Total		**14,245**	**10,873**	**9,458**	**7,501**	**7,546**	**7,546**	**7,546**	**7,546**	**7,546**	**7,546**	**87,353**	**8,200**
State of Good Repair													
Don Valley Parkway Rehabilitation		2,319	2,319	2,435	2,496	2,558	2,558	2,558	2,558	2,558	2,558	24,917	
Traffic Plant Requirements/Signal Asset Mgmt.		5,436	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	56,736	
City Bridge Rehabilitation		39,136	41,026	33,491	40,481	40,837	41,388	41,106	40,517	49,849	46,645	414,476	
Major Road Rehabilitation		60,870	62,356	58,121	57,644	59,972	59,622	60,369	60,369	67,305	67,305	613,933	
Local Road Rehabilitation		50,251	47,421	54,357	61,702	64,449	71,210	71,722	72,472	86,472	86,472	666,528	
Bathurst Street Bridge Rehabilitation		1,182	12,281	12,150	2,700							28,313	28,313
Dufferin Street Bridge Rehabilitation		600	550	550	12,620	12,630						26,950	26,950
Sidewalks		17,774	16,573	18,515	15,235	15,123	15,408	14,147	14,147	14,147	14,147	155,216	
Laneways		2,088	2,088	2,193	2,248	1,855	1,800	1,800	1,800	1,800	1,800	19,472	
Retaining Walls Rehabilitation		1,218	1,218	1,279	1,311	1,344	1,344	1,344	1,344	1,344	1,344	13,090	
Neighbourhood Improvements		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	
Traffic Plant Restoration	1,300	800	800									1,600	2,900
Facility Improvements		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	
Ditch Rehabilitation and Culvert Reconstruction		600	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,600	
Interim Rehabilitation of Roads		8,000	8,000	8,000								24,000	24,000
Major SOGR Pooled Contingency		4,637	4,397	4,191	4,337	4,476	4,535	4,528	4,533	5,222	5,138	45,994	
F.G. Gardiner **	63,650	40,700	27,870	106,830	112,800	118,300	131,100	148,100	147,100	67,800	69,400	970,000	1,033,650
Sub-Total	**64,950**	**239,111**	**237,099**	**312,312**	**323,774**	**331,744**	**339,165**	**355,874**	**355,040**	**306,697**	**305,009**	**3,105,825**	**1,115,813**
Service Improvements													
Cycling Infrastructure		10,480	10,250	9,205	8,100	8,303	8,303	8,303	8,303	8,303	8,303	87,853	
Traffic Calming		283	283	298	305	312	312	312	312	312	312	3,041	
Advanced Traffic Signal Control		2,500	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	14,650	
Pan Am Path	200	50										50	250
Traffic Control - RESCU		1,960	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	11,860	
Engineering Studies		2,670	3,000	3,000	3,000	3,038	3,038	3,038	3,038	3,038	3,038	29,898	
Transportation Safety & Local Improvement Program		1,283	1,283	1,297	1,305	1,313	1,313	1,313	1,313	1,313	1,313	13,046	
LED Signal Module Conversion		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	
Signs and Markings Asset Management		1,800	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,800	
Sub-Total	**200**	**22,026**	**19,266**	**18,250**	**17,160**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**181,198**	**250**
Growth Related													
Third Party Signals		900	900	900	900	900	900	900	900	900	900	9,000	
Ingram Drive Extension - Grade Separation	6,600		9,000	9,000			15,000	15,000	5,000			53,000	59,600
Steeles Widenings (Tapscott Road - Beare Road)			4,000	4,000	17,000	13,000						38,000	38,000
Growth Related Capital Works		300	300	300	300	300	300	300	300	300	300	3,000	
Scarlett/St Clair/Dundas			8,500	7,000	10,000	15,000	10,000					50,500	50,500
Work for TTC & Others		18,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	54,000	
Traffic Congestion Management	3,000	7,000	5,000	5,000								17,000	20,000
Allen Road Individual EA	1,250	1,250										1,250	2,500
North Queen (New Street)									1,000	6,000	6,000	13,000	13,000
Georgetown South City Infrastructure Upgrades		6,710	6,710	6,710	6,710	6,710	6,710	6,710	6,710	6,710	6,710	67,100	67,100
Port Union Road		300	4,700									5,000	5,000
Six Points Interchange Redevelopment		9,500	9,500	8,500	10,548							38,048	38,048
Metrolinx Additional Infrastructure					5,000	5,000						10,000	10,000
Redlea Avenue (Steeles to McNicoll)	3,000	5,000										5,000	8,000
Steeles Avenue East/Kennedy Road Grade Separation		500										500	500
North York Service Road	15,740		5,000									5,000	20,740
Regent Park Revitalization		1,354	793	1,565	956	627	301	229	117			5,942	
Yonge Street/Highway 401 Interchange Improvements		2,500	11,250	11,250								25,000	25,000
King Liberty Cycling Pedestrian Bridge		1,000	6,000									7,000	7,000
Gardiner York/Bay/Yonge Reconfiguration	1,000		15,000	15,000	5,000							35,000	36,000
Legion Road Extension & Grade Separation							15,000	15,000	15,000			45,000	45,000
St Clair West/Metrolinx Georgetown Grade Separation		2,000	6,000	12,000	12,000							32,000	32,000
Lawrence-Allen Revitalization Project	13	550	1,094	1,153	940	2,086	438					6,261	6,274
Sub-Total	**30,603**	**56,864**	**97,747**	**86,378**	**73,354**	**47,623**	**52,649**	**42,139**	**33,027**	**17,910**	**17,910**	**525,601**	**484,262**
Total Expenditures by Category	**95,753**	**332,246**	**364,985**	**426,398**	**421,789**	**404,329**	**416,776**	**422,975**	**413,029**	**349,569**	**347,881**	**3,899,977**	**1,608,525**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Major Road Rehab projects)*

***The total project cost for the Gardiner reflect the 2012 - 2024 costs, the 25 year project cost based on the Council approved Strategic Plan is $1.879 billion.*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

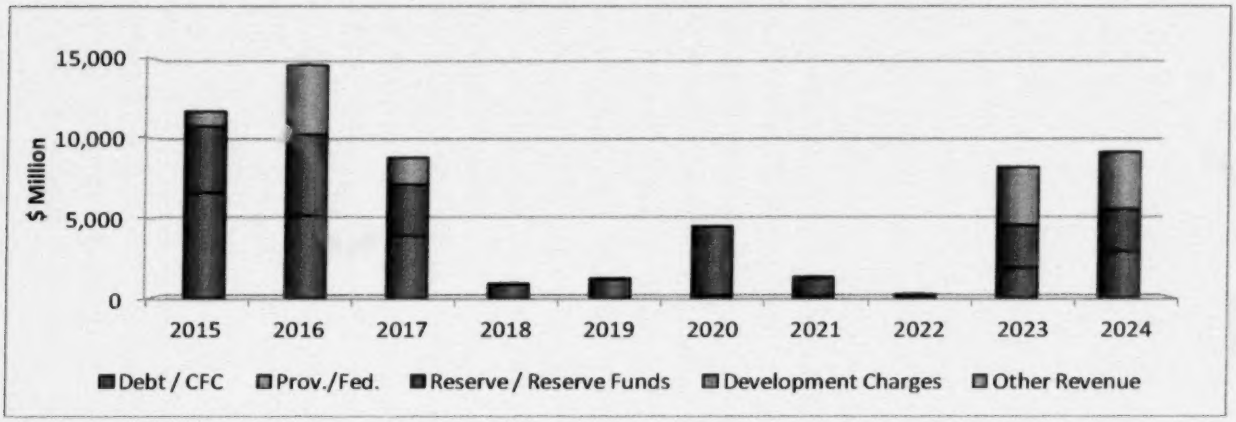


As illustrated in the chart above, Fire Services' 10-Year Capital Plan of $60.193 million primarily provides funding for Health and Safety projects which account for 45% of total funding, Growth Related projects account for 35%, Service Improvement projects of 10% and the balance for State of Good Repair and Legislated projects of 9% and 0.8% respectively.

- The higher funding levels for Healthy and Safety projects in 2015 to 2017 reflect the scheduled replacement of portable radios, defibrillators and personal protective clothing used by fire fighters such as self contained breathing apparatus and bunker suits. The next major replacement of bunker suits is scheduled in 2020 while the equipment replacement schedule is mainly in 2023 and 2024.
- Growth Related projects account for 35% of total funding, the majority of which is to fund the constuction of three new fire stations including the purchase of 10 specialized fire trucks and equipment. Most of the funding is required between the period 2015 to 2017 for the completion of 2 new fire stations and the purchase of specialized fire trucks and equipment. The construction of the 3rd new fire station is scheduled to begin in 2023.
- Majority of Service Improvement and State of Good Repair projects require funding starting in 2015 for completion in 2016.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $60.193 million will be financed by the following sources:

- Debt accounts for $22.819 million or 37.9% of the financing for the 2015 Budget and 2016 – 2024 Capital Plan.
  - The debt funding exceeds the 10-year debt guideline of $13.801 million due to the addition of 13 new projects to address Fire Services' key priorities.
  - Additional debt funding of $9.018 million has been added to ensure Health & Safety/SOGR requirements are addressed immediately.
- Reserve funding accounts for $23.170 million or 38.5% of the 10-Year Capital Plan's funding.
  - Fire Services' Equipment Reserve fully funds the replacement of defibrillators, bunker suits and portable radios.
  - The Capital Financing Reserve contribution of $0.951 million and the Land Acquisition Reserve Fund (LARF) contribution of $3.956 million will partially fund the new fire station, Station A #414 at the Woodbine Racetrack and Hwy 7 and the rebuild of the Chaplin Fire Station respectively.
    - *Note: Proceeds from the sale of the original Chaplin Fire Station to Metrolinx in the amount of approximately $4.6 million will be transferred to the Land Acquisition Reserve Fund.*
- Development Charges represent 23.6% or $14.204 million of the 10-Year Capital Budget and Plan's funding. Development charge funding of $13.424 million will be used for the construction of three new fire stations and $0.780 million will fund the purchase of specialized trucks and equipment. The Program maximized development charge funding on the portion of projects that support growth in the City.

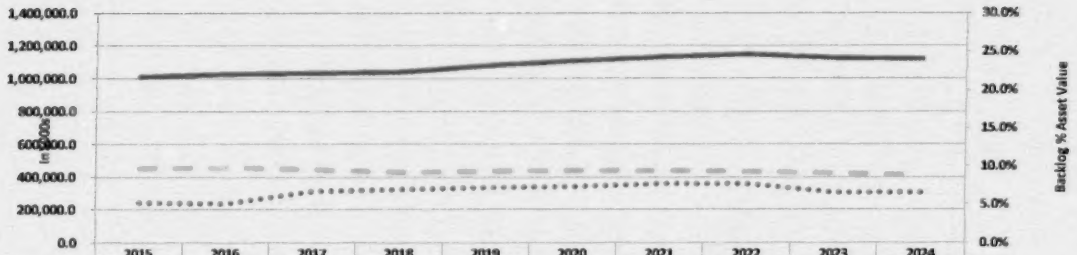
Table 2
Net Operating Impact Summary (In $000s)

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019 Budget & Plan		2020 - 2024 Capital Plan	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved projects														
Predictive Modelling Tool/Dynamic Staging			60.0								60			
Emergency Phone System Replacement			116.0	1.0							116	1.0		
Station B (Stn 144) Keele St (Downsview)					2,060.0	21.0	(50.0)				2,010	21.0		
Station A (Stn 414) Hwy 27 and Rexdale Blvd							2,060.0	21.0	(50.0)		2,010	21.0		
New Projects -2014														
Computer Aided Dispatch Upgrade					15.0		1.0		1.0		17			
Emergency Communication System Enhancement					80.0		1.0		1.0		82			
Thermal Imaging Cameras					145.0						145			
Total (Net)			176.0	1.0	2,300.0	21.0	2,012.0	21.0	(48.0)		4,440	43.0		

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $4.440 million net over the 2015 – 2024 period to sustain the following completed capital projects:

- In 2016, $0.176 million increased operating costs for:
  - $0.060 million will be required for the system maintenance & licensing costs for the *Dynamic Staging/Predictive Modeling Software.*
  - $0.116 million will be required for one permanent position (Systems Integrator) to manage and monitor the new IP based 911 system for the *Emergency Phone System Replacement* project.
- In 2017 and 2018, the completion of 2 new fire stations, *Station B #144 - Keele St (Downsview) and Station A #414 - Hwy 27/Rexdale Blvd* project respectively will require 21 new fire fighter positions per new station, additional maintenance and utility costs totalling $2.010 million and one-time funding of $0.050 million for furniture and equipment for each station. The $0.050 million cost for furniture will be reversed in 2018 and 2019.
- In 2017, the completion of 3 projects, *Computer Aided Dispatch Upgrade, Emergency Communication System Enhancement* and the final purchase of *Thermal Imaging Cameras (TICs)* will result in additional $0.095 million for maintenance and services costs and an increase of $0.145 million to the Equipment Reserve to fund the scheduled replacement of TICs in 2025.
- Approved permanent positions will increase by a total of 43 over the 10-year time frame for the *Emergency Phone System Replacement* project (1) and 21 new fire fighter positions per station once two new fire stations are completed in 2017 and 2018.
- The operating impacts of completed projects beyond 2015 will be reviewed in future Operating Budget process.

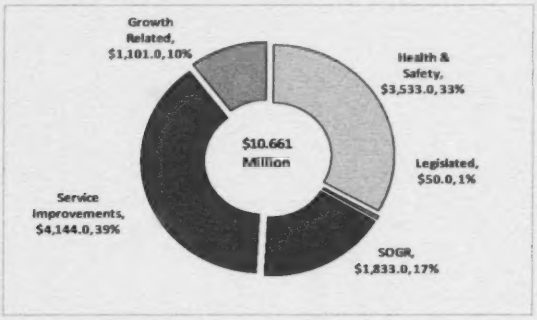
Chart 4
SOGR Funding & Backlog (In $000s)



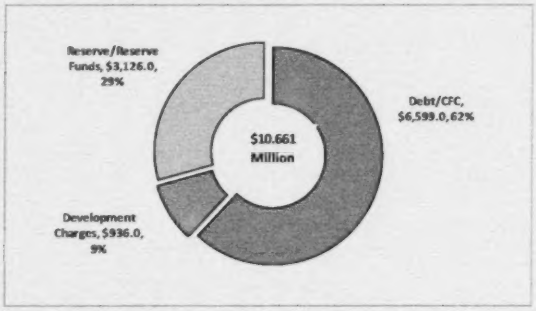
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	239,111.0	237,099.0	312,312.0	323,774.0	331,744.0	339,165.0	355,874.0	355,040.0	306,697.0	305,009.0
Accumulated Backlog Est.	1,010,623.0	1,031,642.0	1,034,993.0	1,038,200.0	1,080,686.0	1,109,437.0	1,132,764.0	1,149,769.0	1,129,603.0	1,120,616.0
Backlog % of Asset Value	9.7%	9.7%	9.6%	9.1%	9.3%	9.4%	9.4%	9.3%	9.0%	8.7%

The 10-Year Recommended Capital Plan spending on State of Good Repair is $3.106 billion which will essentially maintain the backlog, which despite the level of funding, will increase from $981 million in 2014 to an anticipated $1.121 billion by 2024. However, when excluding rehabilitation on the Gardiner, SOGR backlog for remaining transportation infrastructure will increase from $426 million in 2014 to an anticipated $1.1 billion in 2024.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $10.661 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

- *Health & Safety ($3.533 million, 33%)*
  - Continue the replacement of equipment and purchase of thermal imaging cameras.
- *Legislated ($0.050 million, 1%)*
  - Complete the annual replacement of Heavy Urban Search & Rescue (HUSAR) Equipment.
- *State of Good Repair (SOGR) ($1.833 million, 17%)*
  - Begin system enhancements, annual maintenance of training simulators, and renovation of Fire Station #424.
- *Service Improvement ($4.144 million, 39%)*
  - Continue the replacement of Stn#135, and emergency system enhancements.
- *Growth ($1.101 million, 10%)*
- Continue the construction of Station B #144-(Keele and Downsview).

The 2015 Capital Budget is financed primarily by:

- *Debt ($6.599 million, 62%)*
  - The debt of $6.599 million exceeds the debt guideline of $2.400 million.
  - The Program has been allocated additional debt funding to enable TFS to address key priorities in health and safety and SOGR projects included in 2015.
- *Reserve and Reserve Funds ($3.126 million, 29%)*
  - The Land Acquisition Reserve Fund (LARF) partially funds the replacement of Station #135 Chaplin Fire Station ($2.926 million) and the Equipment Reserve for the lifecycle replacement of bunker suits ($0.200 million).
- *Development Charges) ($0.936 million, 9%)*
  - DC funding has been maximized for the new fire station, Station B #144 – Keele St (Downsview).

Municipal Licensing & Standards

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $50.894 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	50,046.0	50,894.4	848.4	1.7%
Gross Revenues	28,968.7	29,819.2	850.5	2.9%
Net Expenditures	**21,077.3**	**21,075.2**	**(2.1)**	**(0.0%)**

For 2015, MLS identified $0.833 million in opening budget pressures arising from inflationary requirements. Through a series of expenditure reductions and revenue changes these pressures have been mitigated. MLS will maintain their level of service in 2015 while at the same time offsetting all operating pressures and continuing to improve service delivery with the addition of 2 new Municipal Standards Officers for enhancements to the MRAB program.

2015 Operating Budget Overview

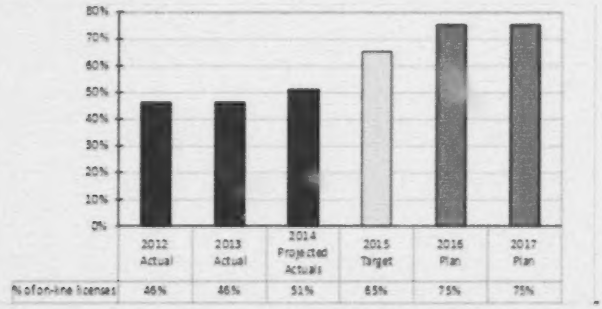
Municipal Licensing & Standards (MLS) provides bylaw administration and enforcement services to address issues related to private property maintenance and use, community standards including signs, noise, waste & parks and regulated businesses. Other services include Business Licensing and Permitting, Training and Inspections of mobile businesses and Animal Care including control, sheltering and adoption services.

Fast Facts

- In 2014 MLS :
  - ✓ Issued 80,690 dog and cat licenses, with an 82% renewal rate and 51% completed online;
  - ✓ Conducted 75,000 Property Standards inspections with 70% conducted in 5 days;
  - ✓ Issued 56,000 Business, Trade & Taxi licenses and permits.
- MLS has 12 district offices including Licensing, Investigation and Animal Services (including 4 animal shelters) across the City;
- 1 CHIP Truck for animal Radio Frequency Identification (RFID) and licensing; 145 vehicles for inspection and enforcement.

Trends:

% of Pet License Applications Conducted On-Line



- This chart shows a steady increase in utilization of on-line resources starting in 2012 at 46%. 2014 is projected to be 51% with utility expected to stabilize at 75% of all applications by 2016.
- MLS is prioritizing the utilization of on-line services in order to increase the number of licenses issued and associated revenue so that services for pet owners can be maintained and improved.

2014 Key Service Accomplishments

- Completed and staffed new organizational structure to enhance oversight and develop centres of excellence;
- Completed significant policy reviews and implementation of bylaw amendments: Taxi Industry review, Street Food Vending and harmonization of vending bylaws, Rooming House Consultation plan;
- Completed Customer service improvements at License Issuing office, including online posting of counter service wait times, expedited counters, improved letters;
- Implemented customer service enhancements at the Taxi/Limo Training Centre to reduce the need for clients to go to 850 Coxwell Avenue. (e.g. Installation of camera for licensing, client invoicing);
- Undertook the implementation of the reforms as adopted in the Taxi Industry review, including updated Taxi training curriculum to include the new Toronto Taxi License bylaw and enhancement of accessible training to the Taxi Industry;
- Enhanced partnership between Business Licensing and Regulatory Services and taxi insurance industry to streamline and enhance acceptance of vehicle insurance; and,
- Completed a program review of the Multi-Residential Apartment Building Audit program, including the development of risk analysis tools, and undertook a focused re-inspection initiative on all previously audited buildings to advance compliance
- Undertook significant efforts to address complex property issues related to hoarding and played an integral role in the development and ongoing efforts of the SPIDER initiative;
- Created BluePaw rewards program and advancement of partnerships to advance pet licensing;
- Partnered with Toronto Humane Society and Petsmart Charities to host the first Toronto Mega Adoption Event to advance pet adoptions in the City of Toronto;
- Completed first ML&S Annual Report;
- Completed ML&S Strategic Plan & 5 year ML&S IT Strategic Plan;

Our Svice Deliverables for 2015

Municipal Licensing & Standards has established strategic directions with the following 2015 deliverables:

- Modernizing several existing by-laws including those related to property standards, noise, signs, tow trucks and holistics. This includes a complete review of the City's approach to business licensing, and a review of municipal interests related to liquor licensing.
- Develop a Communications strategy to increase the awareness and understanding of services.

By-Law Enforcement

- Implement targeted enforcement strategies to address community focused nuisance issues, such as illegal body rub parlours, conduct in parks and dumping of waste. Strategies will also focus on community impacts due to illegal and/or unlicensed businesses.

Business Licensing and Permitting

- Implement business process improvements of Licensing Services to improve efficiency of in-person and back office licence issuance processes including enhancing eService and multi-year licence renewals.

Property Standards, Inspection and Compliance

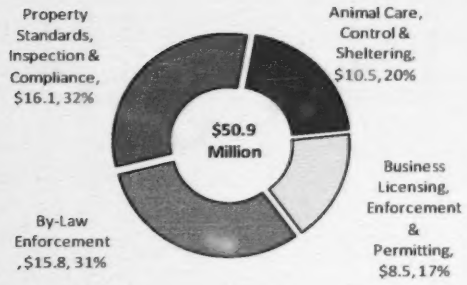
- Implement targeted enforcement strategies to manage community specific issues related to housing standards, vacant/derelict properties, and temporary/mobile signage. The Division is collaborating with other Divisions on other complex issues such as hoarding and reviewing the management of community conflicts through alternative response and resolution opportunities.

Animal Care, Control and Sheltering

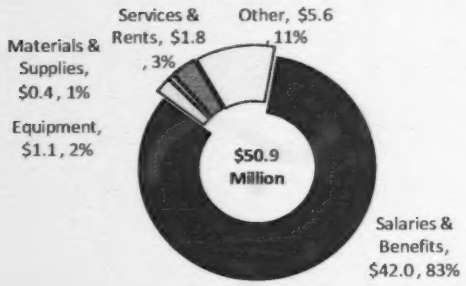
- Continue to expand partnership opportunities to increase adoptions, licensing compliance rates and partnerships.

Where the money goes:

2015 Budget by Service $50.9 Million

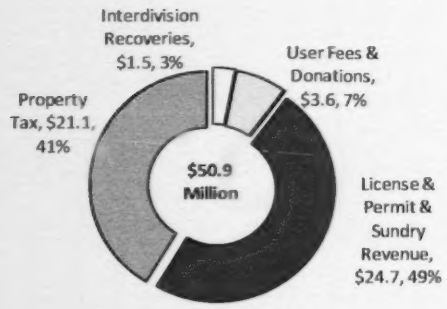

Property Standards, Inspection & Compliance, $16.1, 32%
Animal Care, Control & Sheltering, $10.5, 20%
$50.9 Million
Business Licensing, Enforcement & Permitting, $8.5, 17%
By-Law Enforcement, $15.8, 31%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source


Interdivision Recoveries, $1.5, 3%
User Fees & Donations, $3.6, 7%
Property Tax, $21.1, 41%
$50.9 Million
License & Permit & Sundry Revenue, $24.7, 49%

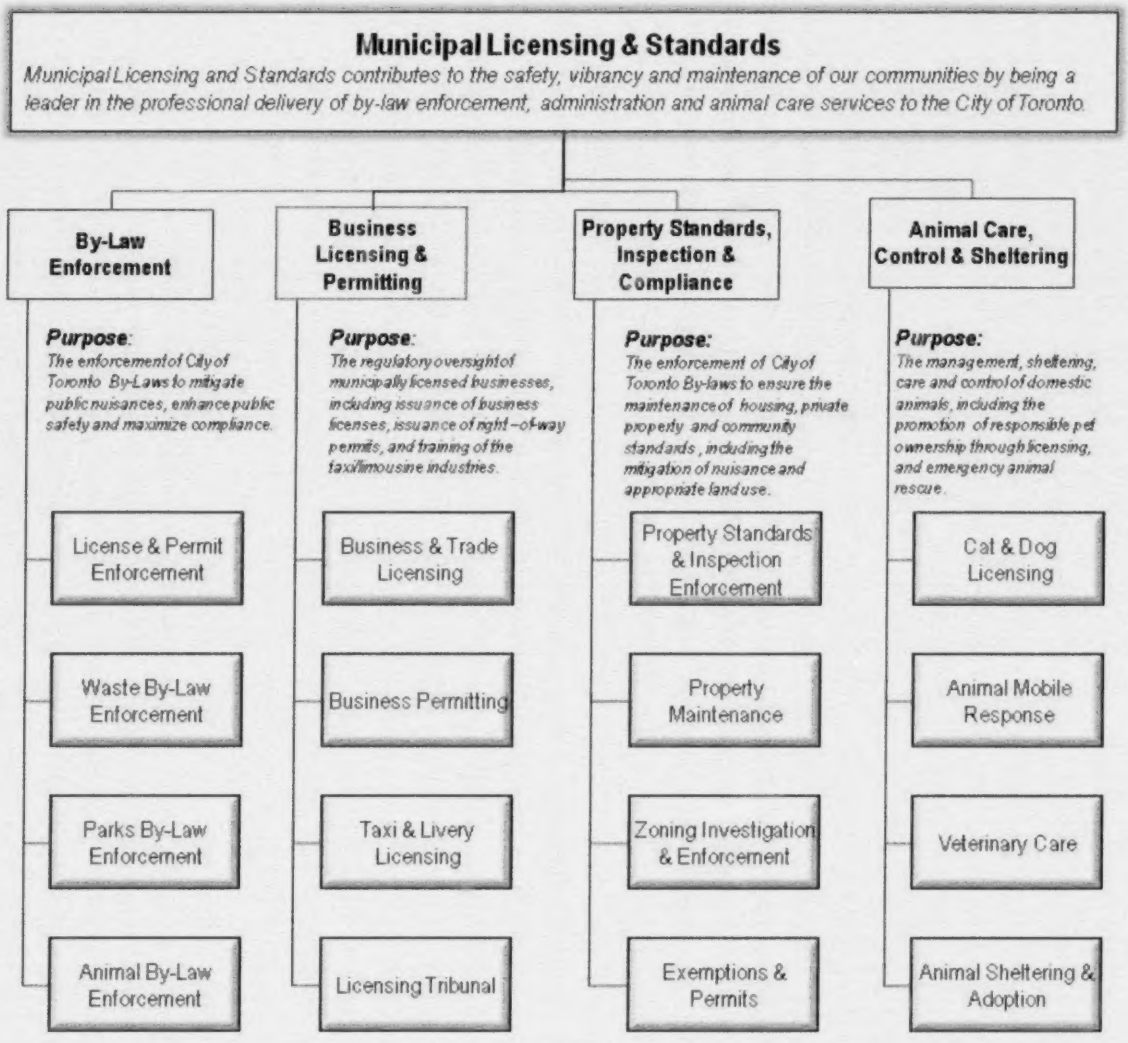
Our Key Challenges & Priority Actions

- Advance efficient service delivery by: :
  - ✓ Focusing on core service priorities with life safety/community impacts and developing alternate response mechanisms to address other priorities.
  - ✓ Ongoing review and updating of Divisional operating procedures and training programs.
- Improve response and resolution outcomes:
  - ✓ MLS will prioritize enforcement activities and undertake deployment review to improve response and resolution times. For example, in 2015, 2 additional MSOs will be hired to address issues with the MRAB program.
- Improve internal business processes:
  - ✓ Continue comprehensive review of processes for Licensing Services and the development of a transformation plan to modernize operations and improve customer service.
- Conduct a comprehensive user fee review:
  - ✓ MLS is currently reviewing all fees to ensure they recover full cost. The Program is also engaging outside consultants to advise and validate the study conclusions.

2015 Operating Budget Highlights

- The 2015 operating Budget MLS is comprised of gross expenditures of $50.894 million, revenues of $29.819 million resulting in a net expenditure budget of $21.075 million.
- The net expenditure budget of $21.075 million is $0.002 million below the 2014 Approved net operating budget.
- The 2015 Operating Budget for MLS maintains all service levels and includes 2 additional staff (Municipal Standards Officers) in Property Standards for advancements in the MRAB Program.

Program Map


Municipal Licensing & Standards
Municipal Licensing and Standards contributes to the safety, vibrancy and maintenance of our communities by being a leader in the professional delivery of by-law enforcement, administration and animal care services to the City of Toronto.
By-Law Enforcement
Purpose:
The enforcement of City of Toronto By-Laws to mitigate public nuisances, enhance public safety and maximize compliance.
License & Permit Enforcement
Waste By-Law Enforcement
Parks By-Law Enforcement
Animal By-Law Enforcement
Business Licensing & Permitting
Purpose:
The regulatory oversight of municipally licensed businesses, including issuance of business licenses, issuance of right-of-way permits, and training of the taxi/limousine industries.
Business & Trade Licensing
Business Permitting
Taxi & Livery Licensing
Licensing Tribunal
Property Standards, Inspection & Compliance
Purpose:
The enforcement of City of Toronto By-laws to ensure the maintenance of housing, private property and community standards, including the mitigation of nuisance and appropriate land use.
Property Standards & Inspection Enforcement
Property Maintenance
Zoning Investigation & Enforcement
Exemptions & Permits
Animal Care, Control & Sheltering
Purpose:
The management, sheltering, care and control of domestic animals, including the promotion of responsible pet ownership through licensing, and emergency animal rescue.
Cat & Dog Licensing
Animal Mobile Response
Veterinary Care
Animal Sheltering & Adoption

Service Customer

By-Law Enforcement

- Public
- Community / Resident groups
- Property owners
- Industry Associations
- Business operators
- Business industry associations
- Enforcement agencies
- Visitors

Business Licensing & Permitting

- Business Licence Applicant
- Permit Applicant
- Property owners
- Industry Associations
- Business operators
- Regulatory agencies
- Visitors

Property Standards, Inspection & Compliance

- Property owners
- Public
- Community / Resident groups
- Exemption Permit Applicants
- Tenants
- Tenant/Housing advocacy associations
- Business operators
- Visitors

Animal Care, Control & Sheltering

- Public
- Animal/pet owners
- Community / Resident groups
- Domestic Animals
- Animal Welfare advocacy groups
- Veterinarian industry
- Visitors

Table 1
2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Animal Care, Control & Sheltering											
Gross Expenditures	10,467.7	9,657.3	10,462.9		10,462.9	(4.8)	(0.0%)	(227.5)	(2.2%)	12.1	0.1%
Revenue	2,921.0	2,831.3	3,163.3		3,163.3	242.3	8.3%	(250.0)	(7.9%)	0.1	0.0%
Net Expenditures	7,546.8	6,825.9	7,299.7	-	7,299.7	(247.1)	(3.3%)	22.5	0.3%	12.1	0.2%
Business Licensing & Permitting											
Gross Expenditures	8,740.4	8,063.7	8,506.1		8,506.1	(234.3)	(2.7%)	137.7	1.6%	33.8	0.4%
Revenue	22,705.1	22,008.3	23,282.3		23,282.3	577.2	2.5%	-		2.0	0.0%
Net Expenditures	(13,964.6)	(13,944.5)	(14,776.2)	-	(14,776.2)	(811.6)	5.8%	137.7	(0.9%)	31.8	(0.2%)
By-Law Enforcement											
Gross Expenditures	15,673.7	14,460.2	15,838.9		15,838.9	165.2	1.1%	(108.3)	(0.7%)	86.7	0.5%
Revenue	1,889.3	1,831.3	1,789.0		1,789.0	(100.2)	(5.3%)	-		0.0	0.0%
Net Expenditures	13,784.5	12,629.0	14,049.9	-	14,049.9	265.4	1.9%	(108.3)	-0.8%	86.7	0.6%
Property Standards, Inspection & Compliance											
Gross Expenditures	15,164.1	13,990.1	15,996.5	90.0	16,086.5	922.3	6.1%	312.0	1.9%	53.5	0.3%
Revenue	1,453.4	1,408.8	1,584.6		1,584.6	131.3	9.0%	-		0.0	0.0%
Net Expenditures	13,710.7	12,581.3	14,411.8	90.0	14,501.8	791.1	5.8%	312.0	2.2%	53.5	0.4%
Total											
Gross Expenditures	50,046.0	46,171.3	50,804.4	90.0	50,894.4	848.4	1.7%	113.8	0.2%	186.1	0.4%
Revenue	28,968.7	28,079.7	29,819.2	-	29,819.2	850.5	2.9%	(250.0)	(0.8%)	2.0	0.0%
Total Net Expenditures	21,077.3	18,091.6	20,985.2	90.0	21,075.2	(2.1)	(0.0%)	363.8	1.7%	184.1	0.9%
Approved Positions	458.0	446.0	458.0	2.0	460.0	2.0	0.4%				

The 2015 Operating Budget for MLS is $50.894 million gross and $21.075 million net. The net budget decreased by $0.002 million and is essentially unchanged from 2014 due to the following:

- Salary & benefits adjustments, adjustments to interdivisional charges and recoveries Initiatives for animal services including the cat recovery centre and a mobile response unit and two new staff in Property Standards for the Multi-Residential Apartment Buildings (MRAB) program ($1.183 million).

The above pressures are offset by:

- Expenditure line by line reductions, reduction to the vehicle reserve contribution due to fleet rationalization; additional funding for animal services including a third party grant and Section 37 funds and increased revenue from business licensing fees based on inflationary increases to user fees (net savings of $1.185 million).

- The 2015 Operating Budget includes $0.090 million net for New and Enhanced Services priority which provides funding for two Municipal Standards Officers (MSOs) in Property Standards, Inspection & Compliance to achieve deliverables for the MRAB program.
  - The Program has been able to include this service enhancement without an overall net increase in the 2015 Operating Budget from the 2014 Operating Budget through base budget savings identified to offset this enhancement.
- The 2016 and 2017 Plans reflect both known and anticipated net increases of $0.364 million and $0.186 million respectively.

Table 2
2015 Total New & Enhanced Service Priorities Summary

	New and Enhanced								Total Service Changes			Incremental Change			
	Animal Care, Control & Sheltering		Business Licensing & Permitting		By-Law Enforcement		Property Standards, Inspection & Compliance		$	$	Position	2016 Plan		2017 Plan	
Description ($000s)	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities															
Two Additional MSOs for MRAB (June '15)							90.0	90.0	90.0	90.0	2.0	95.5		4.9	
Sub-Total							90.0	90.0	90.0	90.0	2.0	95.5		4.9	
Total							90.0	90.0	90.0	90.0	2.0	95.5		4.9	

Enhanced Service Priorities ($0.090 million gross & net)

Two Additional MSO Officers for Multi-Residential Apartment Buildings

- The MRAB audit program was launched in December 2008 and was developed to ensure that the minimum property and maintenance standards within multi-residential rental properties are maintained in accordance with the City's Property Standards By-law. It was staffed from the existing staff complement.
- The auditing of buildings is carried out by MLS staff and they inspect all of the common element features within a building (i.e., hallways, parking garages, common laundry room facilities) along with conducting in-suite inspections if residents permit them entry. In 2014 Council approved the implementation of a risk based approach to identify buildings that require audits, and 2015 will be the first full year of implementation of this new approach.
- Since the inception of the program, approximately 975 buildings have been audited, and 4,122 notices/orders issued identifying more than 51,880 property standards deficiencies. The current rate of compliance is approximately 70%. In 2014 the program focused on re-inspection of outstanding orders from previous orders, and a focus on timely re-inspections and resolution will maintain a critical component of the program going forward. The MRAB program, while historically focused on high-rise apartment buildings, will be expanding its' focus to include low and mid rise rental buildings, and will be subject to the same risk-based pre-audit analysis.
- In order to further improve the effectiveness of the inspection program, the Budget Committee of January 8, 2014 recommended and on January 29, 30, 2014 City Council adopted the following motion: "City Council adjust the Municipal Licensing and Standards 2014 Operating Budget by adding $190,000 for 2 new by-law officers in 2014 to improve the multi-residential apartment buildings program (MRAB) re-inspection rate to increase compliance of the 10,500 outstanding deficiencies on 817 orders, and other property standards orders, and that the increase be funded from new revenues from additional 2013 assessment growth, with an additional 2 by-law officers added in 2015, subject to the 2015 budget process."
- This Enhanced Service Priority Action for $0.090 million represents funding for the remaining 2 MSOs (implementation June 2015) previously forecasted to be required to improve the MRAB re-inspection rate. This amount plus the annualized amount in 2016 plus anticipated salary and benefits adjustments will result in a total ongoing cost after three years of $0.190 million.
  - To offset the 2015 costs for this enhancement, the 2015 Operating Budget includes $0.092 million in base budget savings specifically identified to offset this enhancement.
  - Approval of these 2 positions will improve the timeliness of re-inspections, improved focus on resolution including remedial action and, along with the transition to a risk-based assessment and pre-audit, will enable an expansion of the program to include low and mid-rise buildings.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	106.2		106.2	0.5%		157.8		157.8	0.7%	
Step Increases	105.2		105.2	0.5%		86.0		86.0	0.4%	
Fringe Benefits	56.1		56.1	0.3%		37.7		37.7	0.2%	
Other- Adjustment to Actual Salaries			-			(101.5)		(101.5)	(0.5%)	
Sub-Total	267.5		267.5	1.3%		180.0		180.0	0.8%	
Anticipated Impacts:										
2 Additional MSO: Salary Adjustment	95.5		95.5	0.5%		4.9		4.9	0.0%	
Reversal of one-time PetSmart Grant	(250.0)	(250.0)	-	0.0%		-	-	-		
IDC - SWMS	0.9		0.9	0.0%		0.9		0.9	0.0%	
Sub-Total	(153.6)	(250.0)	96.4	0.5%		5.8		5.8	0.0%	
Total Incremental Impact	113.8	(250.0)	363.8	1.7%		185.8		185.8	0.9%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

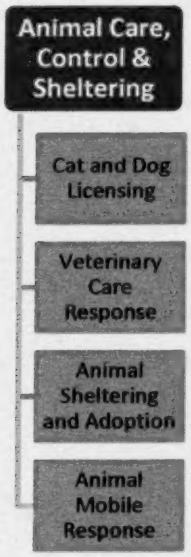
- Non-union progression pay totalling $0.264 million over 2 years;
- Union step increases totalling $0.191 million over 2 years; and,
- Associated fringe benefit impacts of $0.094 million over 2016/2017.
- Adjustment to salaries of $0.102 million for the reversal the impact of the leap-year in 2016.

Anticipated Impacts

- For the 2 new MRAB positions in Property Standards, the annualized cost of salaries and benefits is $0.090 million. An allowance has also been made for anticipated salary adjustments including progression pay of $0.006 million in 2016 and $0.005 million in 2017; and,
- Interdivisional Charge increases from Solid Waste Management of $0.001 million are anticipated in both 2016 and 2017.

Cost of Living Adjustments (COLA) for Local 416 and 79 have not been included in 2016 and 2017 as they are subject to future contract negotiations.

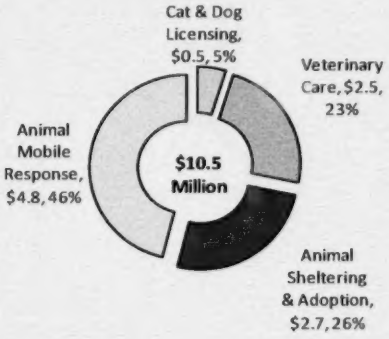
2015 Budget by Service: Animal Care, Control & Sheltering



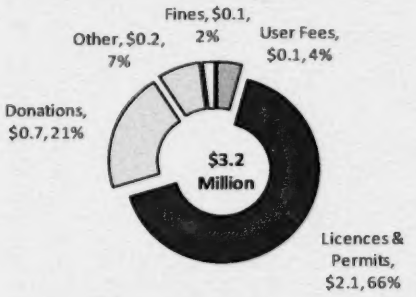
What We Do

- Animal Services promotes and supports the healthy and safe co-existence of people and animals in the City. This is done through education and enforcement of animal related legislation, provision of animal sheltering, adoption, lost pet returns, licensing, pet sterilization and emergency animal rescue, removal and care.

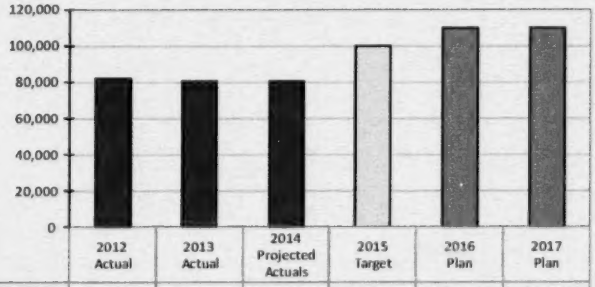
2015 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of pet licenses issued for dogs and cats, including on-line applications.



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of licenses issued	82,417	80,640	80,690	100,000	110,000	110,000

- Projections for the # of licenses issued in 2014 are stable to 2013 experience.
- Public misconception regarding pet licensing resulted in a decline in pets licensed in 2013/2014.
- Enhancing E-pet registration, education, and partnerships along with the loyalty program will enable continued success of the program in 2015 and beyond.

2015 Service Levels

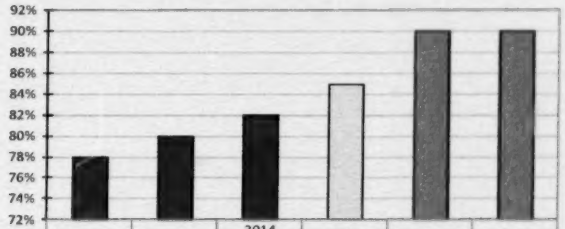
Animal Care, Control & Sheltering

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Approved Service Levels 2015
Cat and Dog Licensing	Dog Licenses	Approved	30% of the City's estimated dog			**65000 Dogs licensed**
	Cat Licenses	Approved	10% of the City's estimated cat			**35,000 cats licensed**
Veterinary Care	Animal Sterilization	Approved	100% Animals Sterilized			100%
Animals treated	Animal Health Care & Treatment	Approved	100% and 12,500 vaccinated / 3,500 micro-chipped, 4500 Spay			See previous column
	Animal Vaccinations	Approved	100% treated			100%
Animal Sheltering and Adoption	Sheltered Animals	Approved	Average 18 Shelter Care Days per Animal			Average 18 Shelter Care Days per Animal
	Adopted Animals	Approved	Adopted Cats 2,958 or 33% /			**70% of animals are adopted or returned to owners**
	Animals Returned to Owner	Approved	100% and 2,049 Animals Returned to Owner			
	Owner Surrendered Animals	Approved	Total Owner Surrendered Animals 4,852 (response time within 48 hours max.)			**Stopped picking up owner surrender animals at homes in 2012**
Animal Mobile Response	Emergency Animal Rescue & Care	Approved	Emergency response within 2 hours			**80% Response to a sick/injured/wounded animal within 2 hours**
	Animal Removal	Approved	picked up within 48 hours / 8,321 Animal Removals			**90% response for animal removal within 48 hours**
	Priority Animal Rescue & Care	Approved	initial response within 48 hours & 24 hours 85% / 14,250 Total Investigations			**85% response to priority service requests within 24 hours**
	New enforcement request					**70% response to priority service requests within 5 days**
	Animal Education & Awareness Programs & Events	Approved	122 Public Education Events			**Program stopped in 2012**

The 2015 Service Levels are generally consistent with the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level descriptions for each sub-activity to provide clarity.

Service Performance

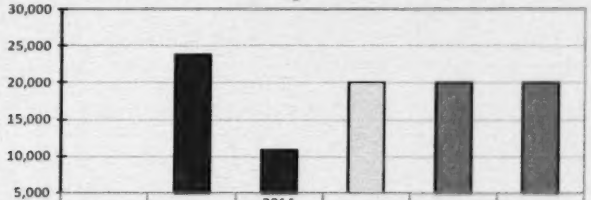
Cat & Dogs Licensing
% of Pet Licenses Renewed



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of licenses renewed	78%	80%	82%	85%	90%	90%

- As a measure of effectiveness, pet license renewals experienced a steady increase beginning in 2012 and are projected to be 82% of licenses issued in 2014.
- With the on-going implementation of on-line accessibility and advertising it is planned that the % of renewals will be 85% in 2015 reaching 90% by 2016.

Animal Sheltering & Adoption
of Animals Treated - Adoption, TNR, SNC



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# animals treated		23,802.00	10,844.00	20,000.00	20,000.00	20,000.00

- This chart shows animals treated decreased by 54% as projected for 2014 compared to the 2013 level of 23,802. 2015 is projected to be 84% higher than 2014 or 20,000 animals which is also projected to be stable through 2017.
- MLS continues to prioritize animal care in order to maintain and improve customer service. In 2015, the service will add a new vehicle for mobile spay/neuter procedures.

2015 Service Budget by Activity

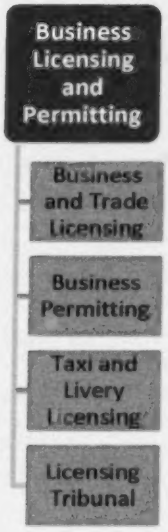
($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Cat & Dog Licensing	527.3	532.4	(33.8)	498.6	(28.7)	(5.4%)		**498.6**	(28.7)	(5.4%)	1.9	0.4%	1.4	0.3%
Veterinary Care	2,530.2	2,490.9	(26.8)	2,464.1	(66.1)	(2.6%)		**2,464.1**	(66.1)	(2.6%)	(140.7)	(5.7%)	9.5	0.4%
Animal Sheltering & Adoptic	2,652.0	2,722.4	(46.0)	2,676.5	24.4	0.9%		**2,676.5**	24.4	0.9%	(95.8)	(3.6%)	1.0	0.0%
Animal Mobile Response	4,758.1	4,919.2	(95.4)	4,823.8	65.6	1.4%		**4,823.8**	65.6	1.4%	7.1	0.1%	0.2	0.0%
Total Gross Exp.	10,467.7	10,664.9	(202.0)	10,462.9	(4.8)	(0.0%)		**10,462.9**	(4.8)	(0.0%)	(227.5)	(2.2%)	12.1	0.1%
REVENUE														
Cat & Dog Licensing	1,078.3	1,076.9	0.0	1,076.9	(1.4)	(0.1%)		**1,076.9**	(1.4)	(0.1%)	2.7	0.3%	0.0	0.0%
Veterinary Care	386.7	522.4	0.4	522.8	136.1	35.2%		**522.8**	136.1	35.2%	(133.3)	(25.5%)	0.0	0.0%
Animal Sheltering & Adoptic	480.8	568.2	0.8	569.0	88.2	18.3%		**569.0**	88.2	18.3%	(82.8)	(14.5%)	0.0	0.0%
Animal Mobile Response	975.2	993.5	1.0	994.5	19.4	2.0%		**994.5**	19.4	2.0%	(36.7)	(3.7%)	0.0	0.0%
Total Revenues	2,921.0	3,161.0	2.3	3,163.3	242.3	8.3%		**3,163.3**	242.3	8.3%	(250.0)	(7.9%)	0.1	0.0%
NET EXP.														
Cat & Dog Licensing	(550.9)	(544.5)	(33.8)	(578.3)	(27.4)	5.0%		**(578.3)**	(27.4)	5.0%	(0.9)	0.1%	1.4	(0.3%)
Veterinary Care	2,143.4	1,968.5	(27.3)	1,941.2	(202.2)	(9.4%)		**1,941.2**	(202.2)	(9.4%)	(7.4)	(0.4%)	9.5	0.5%
Animal Sheltering & Adoptic	2,171.2	2,154.2	(46.8)	2,107.5	(63.8)	(2.9%)		**2,107.5**	(63.8)	(2.9%)	(13.1)	(0.6%)	1.0	0.0%
Animal Mobile Response	3,783.0	3,925.7	(96.5)	3,829.2	46.3	1.2%		**3,829.2**	46.3	1.2%	43.8	1.1%	0.2	0.0%
Total Net Exp.	7,546.8	7,504.0	(204.3)	7,299.7	(247.1)	(3.3%)		**7,299.7**	(247.1)	(3.3%)	22.5	0.3%	12.1	0.2%
Approved Positions	96.6	85.7		85.7	(11.0)	(11.3%)		**85.7**	(11.0)	(11.3%)				

The 2015 Operating Budget for Animal Care, Control & Sheltering of $10.463 million gross and $7.3 million net is $0.247 million or 3.3% below the 2014 Approved Net Budget.

The ***Animal Care, Control & Sheltering Service*** promotes and supports the healthy and safe co-existence of people and animals in the City. This is done through education and enforcement of animal related legislation, provision of animal sheltering, adoption, lost pet reunification, licensing, pet sterilization and emergency animal rescue, removal and care.

- Base budget pressures in the Animal Care, Control & Sheltering service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.257 million. Various other salary adjustments, re-alignments between MLS services of interdivisional charges as well as other expenditures and revenues also provide a net reduction of $0.300 million.
- Line by line reductions of $0.146 million have been based on experience and as determined by reviewing recent spending and considering future requirements.
- Fleet Rationalization changes that will reduce the annual contribution to the vehicle reserve by $0.056 million which will re-align contributions to reserve with replacement vehicle purchases by Fleet Services. The total MLS program reduction is $0.150 million per year with the balance of this change as part of the By-Law Enforcement Service.
- In 2015, this service will also utilize $0.260 million in funding provided in 2014 to purchase a mobile spay/neuter vehicle as well as improve facilities at the Feral Cat Recovery Centre.

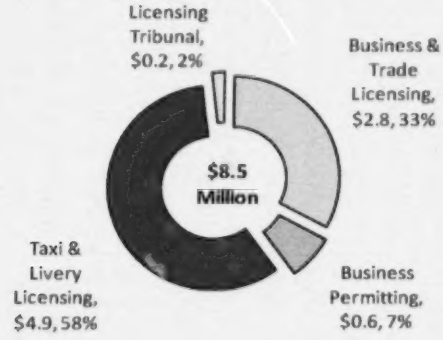
2015 Budget by Service:Business Licensing and Permitting



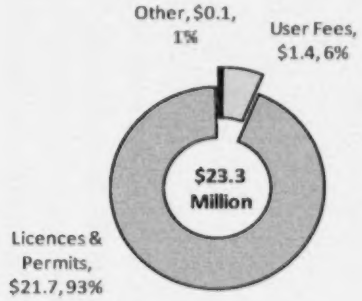
What We Do

- The issuance of new business licenses and renewals, right-of-way permits, temporary sign permits, and fireworks permits. The core activities include:
- Business and Trade Licensing
- Business Permitting
- Taxi and Livery Licensing and Training
- Licensing Tribunal

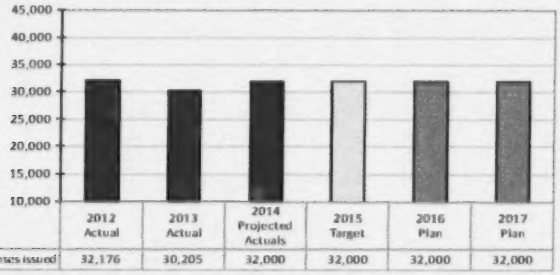
2015 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Business & Trade licenses issued (new and renewed)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of licenses issued	32,176	30,205	32,000	32,000	32,000	32,000

- Projections for the # of licenses issued in 2014 increased by 1,795 or 6% compared to the 2013 experience.
- Depending on sustained economic indicators and absent any significant changes to the municipal licensing regime, the 2014 service level of licensing including renewals is projected to be maintained over the next three years.

2015 Service Levels

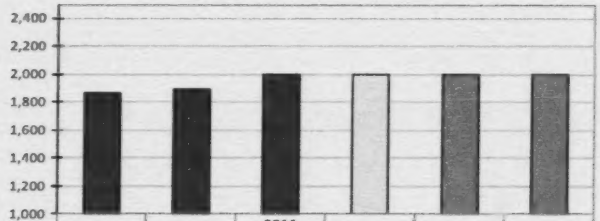
Business Licensing and Permitting

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Approved Service Levels 2015
Business and Trade Licensing	Stationary Licenses	Approved	71% issued in 20 days or less			**70% issued in 20 days or less**
	Trade Licenses					**70% issued in 20 days or less**
	Mobile Licenses	Approved	71% issued in 20 days or less			**70% issued in 20 days or less**
	Group Homes	Approved	71% issued in 20 days or less			**Delete**
	Rooming Houses	Approved	71% issued in 20 days or less			**Delete**
	Clothing Drop Box	Approved	71% issued in 20 days or less			**Included in Business Permitting**
	Fireworks Permit	Approved	71% issued in 20 days or less			**Included in Business Permitting**
	Temporary Sign	Approved	71% issued in 20 days or less			**Included in Business Permitting**
Business Permitting	Clothing Drop Box, Right of Way (Patio, Café, Marketing), Temporary Sign Permits	Approved	90% issued in 20 days or less			90% issued in 20 days or less
Taxi and Livery Licensing	Taxi Driver - Registration	Approved	71% issued in 20 days or less			**Included in Taxi Driver Training**
	Taxi Driver - Training - Taxi School	Approved	71% issued in 20 days or less			**1075 New taxi driver training capacity**
	Taxi Driver - Refresher Training - Taxi School					**2100 taxi driver refresher course capacity**
	Taxi Driver - Licensing	Approved	71% issued in 20 days or less			**70% issued in 20 days or less**
	Taxi Owner - Inspection	Approved	71% issued in 20 days or less			**Delete**
	Taxi Owner - Licensing	Approved	71% issued in 20 days or less			**70% issued in 20 days or less**
	Taxi Owner - Training - Taxi School	Approved	71% issued in 20 days or less			**1400 taxi owner refresher course capacity**
	Limousine Licensing	Approved	71% issued in 20 days or less			**70% issued in 20 days or less**
	Limousine Driver - Training					**300 New limousine taxi drivers trained**
	Limousine Owner - Training					**150 limousine owner refresher courses**
	Tow Truck Licensing	Approved	71% issued in 20 days or less			**Delete this is a duplicate, see above, Mobile Business Licensing**
	Other - Refreshment Vehicles	Approved	71% issued in 20 days or less			**Delete this is a duplicate, see above, Mobile Business Licensing**
	Other - Driving Schools	Approved	71% issued in 20 days or less			**Delete this is a duplicate, see above, Mobile Business Licensing**

The 2015 Service Levels are generally consistent with the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level descriptions for each sub-activity to provide clarity.

Service Performance

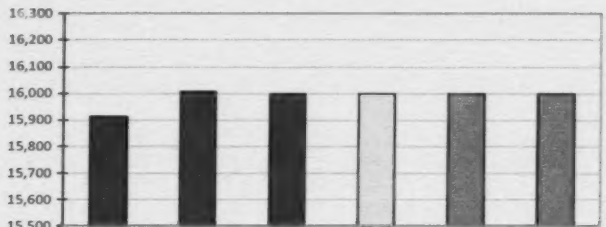
Business Permitting
of Permits Issued (New & Renewed)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of permits issued	1,862	1,890	2,000	2,000	2,000	2,000

- As a measure of efficiency, the number of business permits issued by MLS is projected to increase by 5.8% for 2014.
- Service levels are being maintained for 2015 with the number of permits expected to be issued at 2000. This is also the annual projection for the next 2 years

Taxi & Livery Licensing
of Taxi and Livery Licenses Issued (New & Renewed)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of licenses issued	15,913	16,007	16,000	16,000	16,000	16,000

- As a measure of efficiency, the number of taxi and livery licenses issued (new & renewed) by MLS are projected to remain stable for 2014 at 16,000.
- Service levels are being maintained for 2015/2016/2017 with no anticipated change to the number of licenses expected to be issued.

2015 Service Budget by Activity

	2014	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Business & Trade Licensing	2,722.0	2,796.8	6.3	2,803.2	81.2	3.0%		**2,803.2**	81.2	3.0%	252.9	9.0%	12.1	0.4%
Business Permitting	605.2	595.9	2.4	598.3	(6.9)	(1.1%)		**598.3**	(6.9)	(1.1%)	34.3	5.7%	4.3	0.7%
Taxi & Livery Licensing	5,237.0	4,937.4	0.5	4,937.9	(299.1)	(5.7%)		**4,937.9**	(299.1)	(5.7%)	(150.3)	(3.0%)	16.8	0.4%
Licensing Tribunal	176.3	165.8	1.0	166.7	(9.6)	(5.5%)		**166.7**	(9.6)	(5.5%)	0.8	0.5%	0.6	0.3%
Total Gross Exp.	8,740.4	8,495.9	10.2	8,506.1	(234.3)	(2.7%)		**8,506.1**	(234.3)	(2.7%)	137.7	1.6%	33.8	0.4%
REVENUE														
Business & Trade Licensing	12,487.8	12,487.8	317.5	12,805.3	317.5	2.5%		**12,805.3**	317.5	2.5%			1.1	0.0%
Business Permitting	1,135.3	1,135.3	28.9	1,164.1	28.9	2.5%		**1,164.1**	28.9	2.5%			0.1	0.0%
Taxi & Livery Licensing	9,082.0	9,082.0	230.9	9,312.9	230.9	2.5%		**9,312.9**	230.9	2.5%			0.8	0.0%
Licensing Tribunal														
Total Revenues	22,705.1	22,705.1	577.2	23,282.3	577.2	2.5%		**23,282.3**	577.2	2.5%			2.0	0.0%
NET EXP.														
Business & Trade Licensing	(9,765.8)	(9,691.0)	(311.2)	(10,002.1)	(236.3)	2.4%		**(10,002.1)**	(236.3)	2.4%	252.9	(2.5%)	11.0	(0.1%)
Business Permitting	(530.1)	(539.4)	(26.4)	(565.8)	(35.7)	6.7%		**(565.8)**	(35.7)	6.7%	34.3	(6.1%)	4.2	(0.8%)
Taxi & Livery Licensing	(3,845.0)	(4,144.6)	(230.4)	(4,375.0)	(530.0)	13.8%		**(4,375.0)**	(530.0)	13.8%	(150.3)	3.4%	16.0	(0.4%)
Licensing Tribunal	176.3	165.8	1.0	166.7	(9.6)	(5.5%)		**166.7**	(9.6)	(5.5%)	0.8	0.5%	0.6	0.3%
Total Net Exp.	(13,964.6)	(14,209.2)	(567.0)	(14,776.2)	(811.6)	5.8%		**(14,776.2)**	(811.6)	5.8%	137.7	(0.9%)	31.8	(0.2%)
Approved Positions	72.9	68.7		68.7	(4.2)	(5.7%)		**68.7**	(4.2)	(5.7%)				

The 2015 Operating Budget for Business Licensing and Permitting of $8.506 million gross and $14.776 million net revenue is $0.812 million or 5.8% under the 2014 Approved Net Budget.

The ***Business Licensing and Permitting Service*** provides for the issuance and monitoring of business licenses, right-of-way permits, temporary sign permits, and fireworks permits. This service primarily has jurisdiction over Business and Trade Licensing, Business Permitting, Taxi and Livery Licensing and supports activities of the Licensing Tribunal.

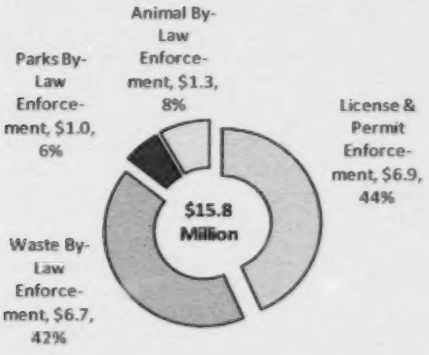
- Base budget pressures in the Business Licensing and Permitting service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.133 million. However, various re-alignments between MLS services of interdivisional charges as well as other expenditures and revenues have reduced net expenditures by $0.367 million.
- Line by Line Adjustments based on experience have added $0.010 million as determined by reviewing recent spending and future requirements.
- Base pressures within this service have been mitigated by an increase in revenue of $0.577 due to inflation of 2.54% being applied to 2015 user fees for Business & Trade Licensing, Business Permitting and Taxi & Livery Licensing.

2015 Budget by Service: By-Law Enforcement

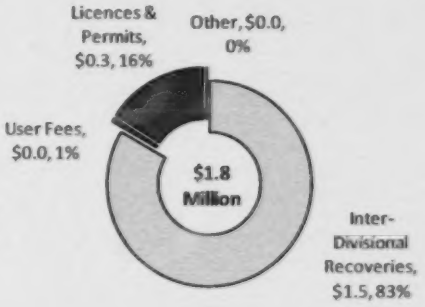
What We Do

- The enforcement of the City of Toronto By-Laws to mitigate public nuisances, enhance public safety and maximize compliance. The core activities include:
- License and Permit Enforcement
- Waste By-Law Enforcement
- Parks By-Law Enforcement
- Animal By-Law Enforcement

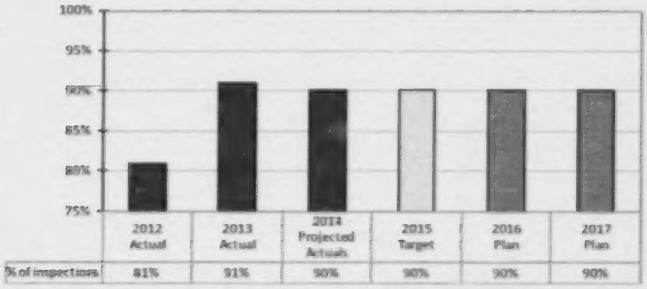
2015 Service Budget by Activity ($Ms)


Animal By-Law Enforce-ment, $1.3, 8%
Parks By-Law Enforce-ment, $1.0, 6%
License & Permit Enforce-ment, $6.9, 44%
$15.8 Million
Waste By-Law Enforce-ment, $6.7, 42%

Service by Funding Source ($Ms)



Percentage of Waste By-Law Inspections Conducted within 48 hours of Complaint



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of inspections	81%	91%	90%	90%	90%	90%

- In 2014, projections for the % of inspections conducted within 48 hours of a complaint are generally consistent at 90% compared to 2013 performance of 91%.

2015 Service Levels

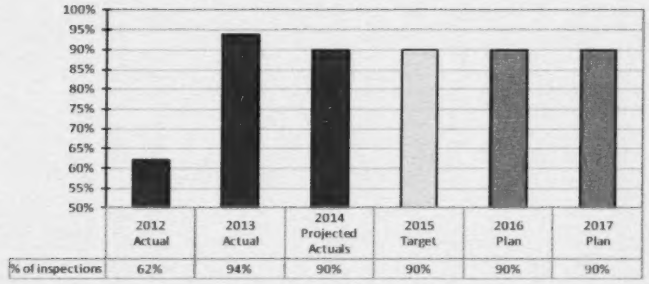
By-Law Enforcement

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Approved Service Levels 2015
License and Permit Enforcement	License and Permit Enforcement	Approved	100% initial response within 48 hours			**90% initial response within 48 hours**
Waste By-Law Enforcement	Abandoned Appliances	Approved	100% initial response within 48 hours			**100% initial response within 24 hours**
	Illegal dumping	Approved	100% initial response within 48 hours			**90% initial response within 48 hours**
Parks By-Law Enforcement	Parks By-Law Enforcement	Approved	100% initial response within 48 hours			**90% initial response within 48 hours**
Animal By-Law Enforcement	Dogs off-leash When owner/dog walker present	Approved	100% initial response within 48 hours			**90% initial response within 48 hours**
	Dog Bites	Approved	Emergency response within 2 hours, non-emergency initial response within 24 hours		100% initial response within 48 hours	**80% response to an emergency service request within 2 hours**
	Stray Animals	Approved	90% initial response within 5			**Delete**

The 2015 Service Levels are generally consistent with the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level descriptions for each sub-activity to provide clarity.

Service Performance

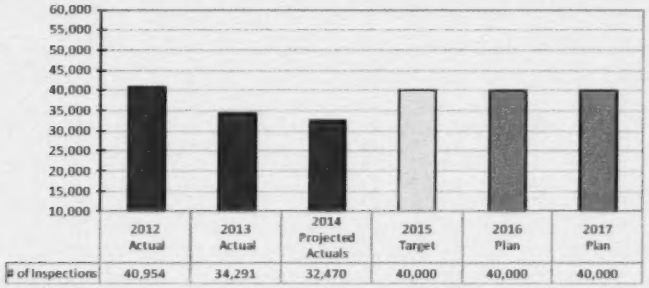
Parks By-Law Enforcement
% of Inspections Conducted Within 48 Hours of Complaint



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of inspections	62%	94%	90%	90%	90%	90%

- In 2014, projections for the % of inspections conducted within 48 hours of a complaint are projected to decrease by 4% to 90% compared to 2013 performance.
- The 2014 level of inspections is projected to be stable at 90% for each of the next three years.

License & Permit Enforcement
of Permit & License Inspections



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of Inspections	40,954	34,291	32,470	40,000	40,000	40,000

- The number of permit and license inspections has decreased by 5.3% to 32,470 as projected for 2014.
- The number of inspections is projected to increase and stabilize at 40,000 per year.

2015 Service Budget by Activity

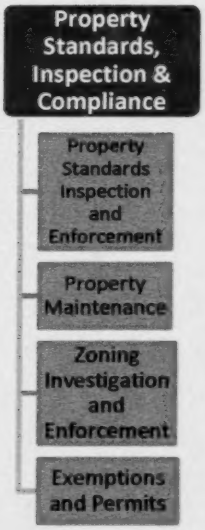
($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget $	Base Budget vs. 2014 Budget %	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget $	2015 Budget vs. 2014 Budget %	Incremental Change: 2016 Plan $	2016 Plan %	2017 Plan $	2017 Plan %
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
License & Permit Enforceme	7,171.6	6,878.8	(7.4)	6,871.4	(300.2)	(4.2%)		**6,871.4**	(300.2)	(4.2%)	(1,548.8)	(22.5%)	40.1	0.8%
Waste By-Law Enforcement	6,320.9	6,780.6	(81.1)	6,699.5	378.6	6.0%		**6,699.5**	378.6	6.0%	1,503.9	22.4%	40.1	0.5%
Parks By-Law Enforcement	1,113.0	990.3	(21.5)	968.8	(144.2)	(13.0%)		**968.8**	(144.2)	(13.0%)	(55.3)	(5.7%)	6.4	0.7%
Animal By-Law Enforcement	1,068.3	1,304.5	(5.3)	1,299.2	230.9	21.6%		**1,299.2**	230.9	21.6%	(8.1)	(0.6%)	0.1	0.0%
Total Gross Exp.	15,673.7	15,954.2	(115.3)	15,838.9	165.2	1.1%		**15,838.9**	165.2	1.1%	(108.3)	(0.7%)	86.7	0.5%
REVENUE														
License & Permit Enforceme														
Waste By-Law Enforcement	1,545.6	1,501.6		1,501.6	(44.0)	(2.8%)		**1,501.6**	(44.0)	(2.8%)				
Parks By-Law Enforcement	57.5	1.2		1.2	(56.2)	(97.8%)		**1.2**	(56.2)	(97.8%)				
Animal By-Law Enforcement	286.1	286.1		286.1				**286.1**						
Total Revenues	1,889.3	1,789.0		1,789.0	(100.2)	(5.3%)		**1,789.0**	(100.2)	(5.3%)				
NET EXP.														
License & Permit Enforceme	7,171.6	6,878.8	(7.4)	6,871.4	(300.2)	(4.2%)		**6,871.4**	(300.2)	(4.2%)	(1,548.8)	(22.5%)	40.1	0.8%
Waste By-Law Enforcement	4,775.3	5,279.0	(81.1)	5,197.9	422.6	8.8%		**5,197.9**	422.6	8.8%	1,503.9	28.9%	40.1	0.6%
Parks By-Law Enforcement	1,055.5	989.0	(21.5)	967.5	(88.0)	(8.3%)		**967.5**	(88.0)	(8.3%)	(55.3)	(5.7%)	6.4	0.7%
Animal By-Law Enforcement	782.1	1,018.4	(5.3)	1,013.1	230.9	29.5%		**1,013.1**	230.9	29.5%	(8.1)	(0.8%)	0.1	0.0%
Total Net Exp.	13,784.5	14,165.2	(115.3)	14,049.9	265.4	1.9%		**14,049.9**	265.4	1.9%	(108.3)	(0.8%)	86.7	0.6%
Approved Positions	137.2	148.0		148.0	10.8	7.9%		**148.0**	10.8	7.9%				

The 2015 Operating Budget for By-Law Enforcement of $15.839 million gross and $14.050 million net is $0.265 million or 1.9% over the 2014 Approved Net Budget.

The ***By-Law Enforcement Service*** provides enforcement activities related to the Waste By-Law, Parks By-Law, Animal By-Law as well as Licensing and Permit enforcement. This service primarily provides monitoring and active enforcement the City of Toronto By-Laws to maximize compliance.

- Base budget pressures in the By-Law Enforcement service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.401 million and various re-alignments between MLS services of interdivisional charges as well as other expenditures and revenues totaling $0.051 million net.
- To help partially mitigate the base pressures, the service was able to achieve savings from line by line expenditure reductions based on experience of $0.021 million as determined by reviewing recent spending and future requirements.
- Fleet Rationalization changes that will reduce the annual contribution to the vehicle reserve by $0.094 million in order to re-align contributions to reserve with replacement vehicle purchases by Fleet Services which is based on life cycle analysis vehicles. The total MLS program reduction is $0.150 million per year with the balance of this change as part of Animal Care, Control & Sheltering.

2015 Budget by Service: Property Standards, Inspection & Compliance



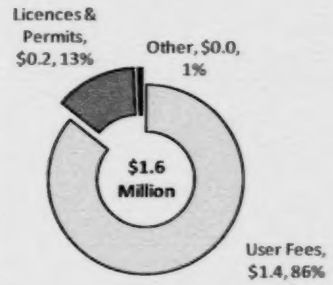
What We Do

- Provide enforcement activities related to property standards; property maintenance (including waste, grass and weeds and graffiti); noise; fences; zoning and signs. The core activities include:
- Property Standards Inspection and Enforcement
- Property Maintenance
- Zoning Investigation and Enforcement
- Exemptions and Permits

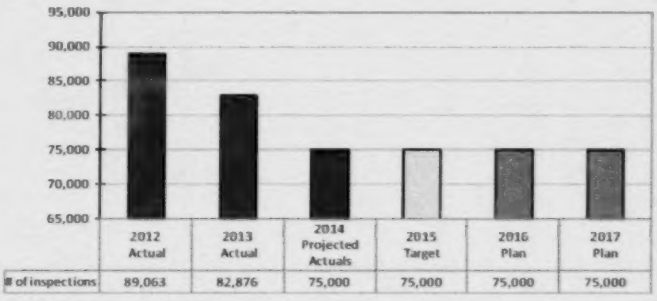
2015 Service Budget by Activity ($Ms)

Exemptions & Permits, $2.8, 18%
Property Standards, Inspection & Enforce-ment, $5.6, 35%
Zoning Investigat-ion & Enforce-ment, $3.0, 18%
$16.1 Million
Property Mainten-ance, $4.7, 29%

Service by Funding Source ($Ms)



Number of Property Standards Inspections



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of inspections	89,063	82,876	75,000	75,000	75,000	75,000

- In 2014, projections for the # of inspections conducted are projected to decrease by 9.5% to 75,000 due to changes in business processes.
- The 2015 level of inspections is projected to remain constant thereafter. This is due to optimizing business procedures and more efficient and effective response strategies.

2015 Service Levels

Property Standards Inspection & Enforcement

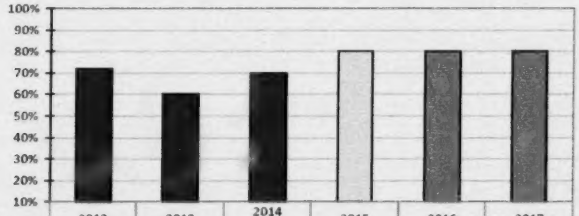
Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Approved Service Levels 2015
Property Standards Inspection and Enforcement	Property Standards By-law	Approved	response time; emergency 24 hours 67% of the time, 5-days non-emergency 62% of the time			**Response time: Emergency 100% within 24 hours Non Emergency70% within 5 days**
Property Maintenance	Property Maintenance (Vital services, pool fence enclosures)	Approved	response time; emergency 24 hours 67% of the time, 5-days non-emergency 62% of the time			**Response time: Emergency 100% within 24 hours Non Emergency70% within 5 days**
Zoning Investigation and Enforcement	Zoning Investigation and Enforcement	Approved	response time; emergency 24 hours 67% of the time, 5-days non-			**Response within 5 days 70% of the time.**
Exemptions and Permits	Fence / Noise / Natural Gardens	Approved	Application Heard by Community Council within 90 days of receipt of Complete Application			**Complete an exemption or permit referral to Community Council is 30 days**

The 2015 Service Levels are improved over the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level descriptions for each sub-activity to provide clarity.

Due to changes in staff and rationalisation of resources, response time for each activity has been improved so that emergency situations are dealt with in 24 hours 100% of the time, non-emergency within 5 days 70% of the time. Exemptions and permits now will need only 30 days to reach Community Council instead of 90 days.

Service Performance

Property Standards Inspection & Enforcement % of property standards inspections within 5 Days

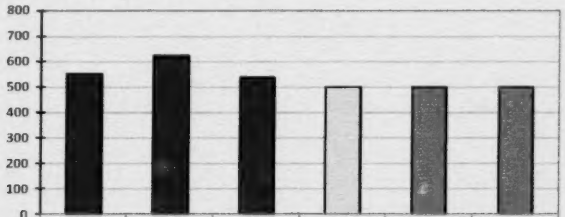


	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of inspections	72%	60%	70%	80%	80%	80%

- In 2014, projections for the # of required inspections conducted within 5 days are projected to increase by 10% to 70% compared to 2013 performance.
- The 2015 level of required inspections is projected to increase by a further 10% to 80% for each of the next three years. Prioritization of staff deployment will contribute to achieving this target.

Exemption & Permits

of Applications Reviewed



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of applications	550	623	538	500	500	500

- The number of applications reviewed has decreased by 13.6% to 538 as projected for 2014.
- The number of application for review is projected to stabilize at 500 per year.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Property Standards, Inspecti	5,218.9	5,503.7	(13.0)	5,490.7	271.7	5.2%	67.5	5,558.2	339.2	6.5%	162.3	2.9%	23.3	0.4%
Property Maintenance	4,463.0	4,731.8	(10.9)	4,720.9	257.9	5.8%	9.0	4,729.9	266.9	6.0%	93.9	2.0%	16.9	0.4%
Zoning Investigation & Enfor	2,777.6	2,954.8	(7.7)	2,947.1	169.4	6.1%	9.0	2,956.1	178.4	6.4%	41.1	1.4%	7.3	0.2%
Exemptions & Permits	2,704.5	2,844.9	(7.1)	2,837.8	133.3	4.9%	4.5	2,842.3	137.8	5.1%	14.7	0.5%	6.1	0.2%
Total Gross Exp.	15,164.1	16,035.2	(38.7)	15,996.5	832.3	5.5%	90.0	16,086.5	922.3	6.1%	312.0	1.9%	53.5	0.3%
REVENUE														
Property Standards, Inspecti	437.9	494.1		494.1	56.3	12.8%		494.1	56.3	12.8%				
Property Maintenance	437.9	494.1		494.1	56.3	12.8%		494.1	56.3	12.8%				
Zoning Investigation & Enfor	298.2	316.9		316.9	18.8	6.3%		316.9	18.8	6.3%				
Exemptions & Permits	279.4	279.4		279.4				279.4						
Total Revenues	1,453.4	1,584.6		1,584.6	131.3	9.0%		1,584.6	131.3	9.0%				
NET EXP.														
Property Standards, Inspecti	4,781.0	5,009.5	(13.0)	4,996.5	215.5	4.5%	67.5	5,064.0	283.0	5.9%	162.3	3.2%	23.3	0.4%
Property Maintenance	4,025.1	4,237.7	(10.9)	4,226.7	201.6	5.0%	9.0	4,235.7	210.6	5.2%	93.9	2.2%	16.9	0.4%
Zoning Investigation & Enfor	2,479.5	2,637.9	(7.7)	2,630.1	150.7	6.1%	9.0	2,639.1	159.7	6.4%	41.1	1.6%	7.3	0.3%
Exemptions & Permits	2,425.1	2,565.5	(7.1)	2,558.4	133.3	5.5%	4.5	2,562.9	137.8	5.7%	14.7	0.6%	6.1	0.2%
Total Net Exp.	13,710.7	14,450.5	(38.7)	14,411.8	701.1	5.1%	90.0	14,501.8	791.1	5.8%	312.0	2.2%	53.5	0.4%
Approved Positions	150.7	155.7		155.7	5.0	3.3%	2.0	157.7	7.0	4.6%				

The 2015 Operating Budget for Property Standards Inspection & Enforcement of $16.087 million gross and $14.502 million net is $0.791 million or 5.8% over the 2014 Approved Net Budget.

The ***Property Standards Inspection & Enforcement Service*** provides enforcement activities related to property standards and property maintenance; zoning issues requiring investigation and/or enforcement. This service primarily:

- addresses issues and/or complaints related to maintenance of buildings and property, waste, litter and dumping of refuse, waste collection, grass and weeds, graffiti, noise, fences, zoning, signs and processes required exemptions and permits.

- Base budget pressures in the Property Standards service are primarily due to inflationary cost increases in accordance with the negotiated collective agreement for salaries and benefits totaling $0.603 million and various re-alignments between MLS services of interdivisional charges as well as other expenditures and revenues totaling $0.137 million net.
- To help partially mitigate the base pressures, the service was able to achieve savings from line by line expenditure reductions of $0.039 million net to reflect actual experience.
- The 2015 Operating Budget for the Property Standards Inspection & Enforcement service includes funding of $0.090 million net to fund new and enhanced service priorities for two (2) new Municipal Standards Officers to assist on deliverables for the MRAB program. With an implementation expected in June 2015, a half year impact of $0.096 million has been annualized in 2016.

Policy, Planning, Finance & Administration

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $22.109 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	22,062.9	22,109.0	46.1	0.2%
Gross Revenues	12,178.0	12,352.1	174.0	1.4%
Net Expenditures	**9,884.8**	**9,756.9**	**(127.9)**	**(1.3%)**

For 2015, PPF&A identified $0.290 million in opening base budget pressures primarily arising from the inflationary and progression increases to staffing expenditures.

The Program was able to fully offset these pressures through service efficiencies as well as identify an additional $0.128 million in savings. As a result, PPF&A will maintain their level of service in 2015 while at the same time reducing net expenditures from 2014 levels.

2015 Operating Budget Overview

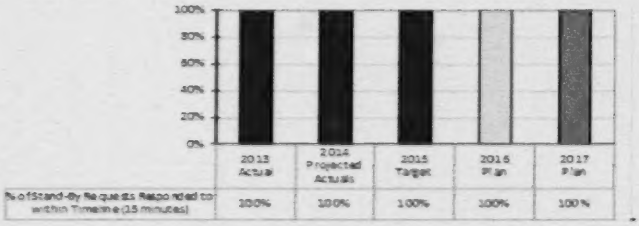
The Policy, Planning, Finance and Administration (PPF&A) Division provides centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so that they can focus on providing services to the residents and businesses in the City of Toronto.

Fast Facts

- Provide payroll time entry for over 6,000 Cluster B employees.
- Process $180 million in accounts receivable, over $487 million in accounts payable transactions and more than 21,600 purchase orders, DPOs, CROs and blanket contracts.
- Conduct over 86 public consultation events for Cluster B Programs annually.
- Activate Emergency Operations Centre (twice in 2014).
- Activate Office of Emergency Management Stand-by Coordinator (45 times in 2014).
- Issue 32,300 personal preparedness pamphlets to the public, City Divisions and Civic Centres across Toronto.
- Respond to request for personal preparedness presentations to the members of the public (24 occurrences in 2014).
- Coordinate more than $1 billion of annual capital expenditures within the City's right-of-way, delivered by over 20 asset owners and involving nearly 4,000 locations

Trends:

% of Stand-By Requests Responded to by Emergency Management within the Timeline



- From 2011 to 2014 the Program has responded to 100% of standy-by requests responded by Emergency Management within 15 minutes.
- For 2015 and onwards, the Program anticipates that it will continue to maintain this service level.

2014 Key Service Accomplishments

- MCIC has developed a new process for the final review of scope and timing (FROST) to ensure that asset owners and other key stakeholders are given sufficient lead-time to participate in the development of all capital projects, and minimize the risk of delays caused by changing scope and budget.
- MCIC negotiated a draft construction agreement with Toronto Hydro that will enable the City to perform certain types of construction on behalf of Toronto Hydro, thereby reducing the time and expense, for both organizations, to construct overlapping projects.
- MCIC led a reorganization of the Toronto Public Utilities Coordinating Committee ("TPUCC") to align the interests of utilities with the City's capital coordination process and improve communication between all major owners of infrastructure within Toronto.
- Supported Cluster B Programs with implementation of the Human Resources Management eRequest System
- Conducted 86 public consultation events for Cluster B Programs
- Reduced Toronto Water parked documents (invoices) substantially, by hundreds of documents. The number of over 60-Day outstanding invoices was reduced by over 45%
- Completed implementation of the City-wide Accounts Payable parked document (invoice) advisement. As of the end of 2014 almost all Cluster B divisions are included in the Corporate AP parked document protocol. Implementation of the new process will result in an improvement in the processing of parked invoices.
- Activated 24/7 Office of Emergency Management Stand-by Coordinator for 45 emergency responses, including 19 emergency social services incidents
- Activated Emergency Operations Centre twice Issued 264 training certificates; achieved 95.5% satisfaction survey for all training courses

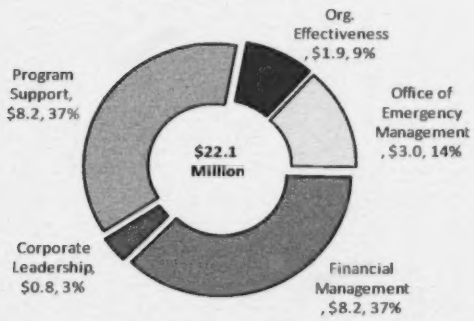
Our Service Deliverables for 2015

PPF&A's 2015 Operating Budget of $22.109 million gross and $9.757 million net will provide funding to:

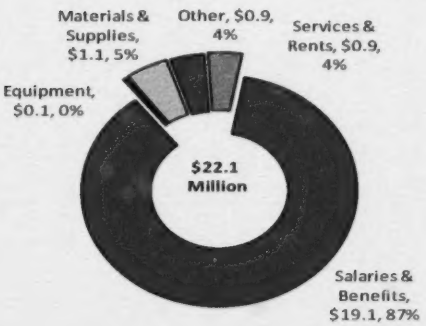
- Meet the objectives of the Program's Strategic Plan: Service Excellence, Responsible management of Public Resources, and Commitment to Staff.
- Provide financial and administrative support to Cluster B Programs.
- Continue reviews of business processes to identify and improve efficiencies.
- Continue development of coordinated Five-year Capital Programs.
- Enhance T.O.INview to become a more comprehensive tool for capital planning and communication.
- Enhance emergency staffing levels and training for staff at the Emergency Operation Centre and at Emergency reception centres.
- Improve outreach to vulnerable segment of the population through community engagement & public education on the importance of personal emergency preparedness.

Where the money goes:

2015 Budget by Service
$22.109 Million

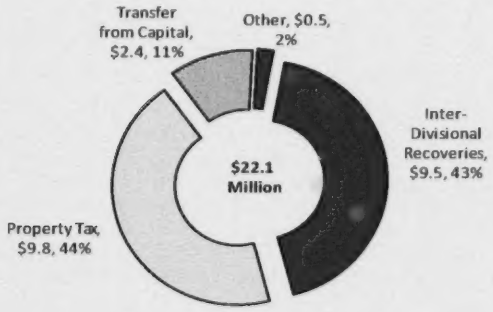

Org. Effectiveness, $1.9, 9%
Office of Emergency Management, $3.0, 14%
Financial Management, $8.2, 37%
Corporate Leadership, $0.8, 3%
Program Support, $8.2, 37%
$22.1 Million

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



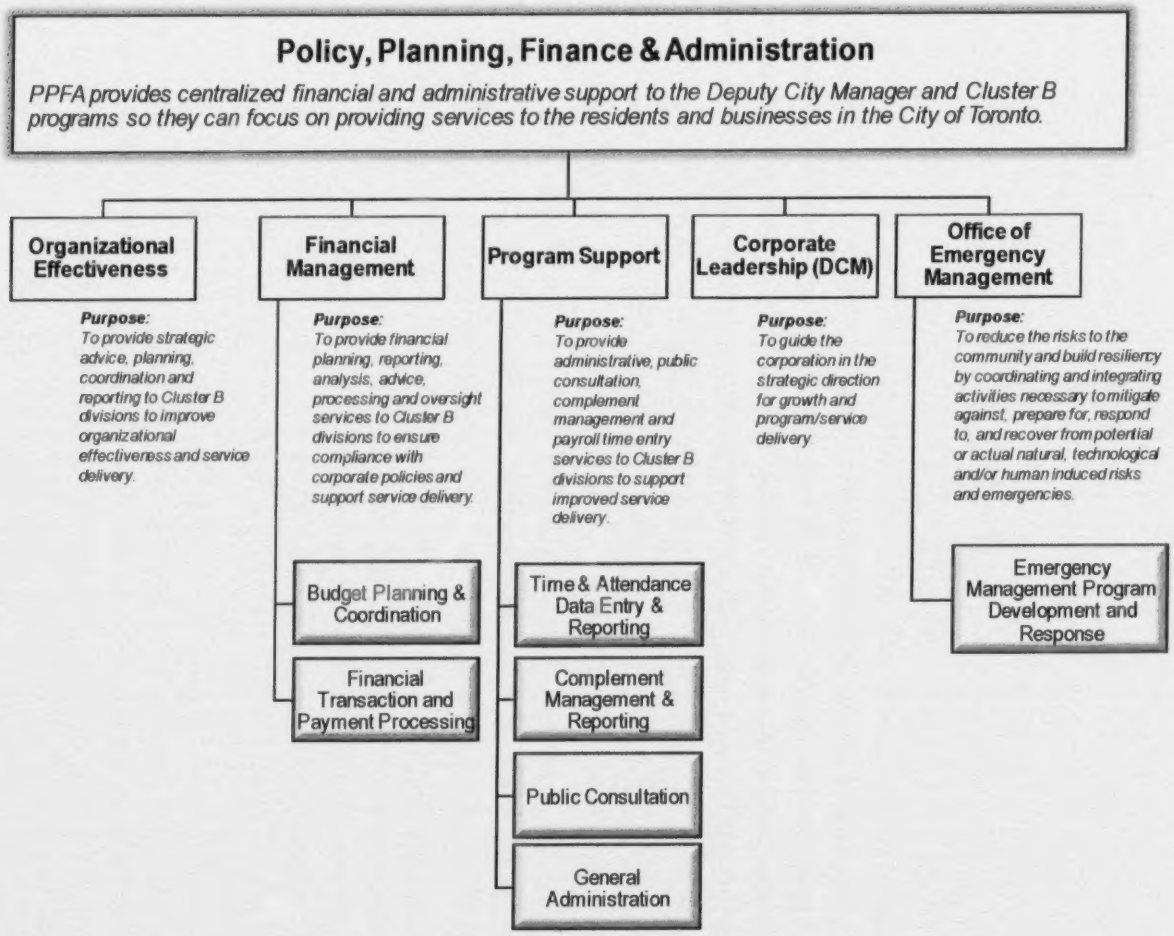
Our Key Challenges & Priority Actions

- Filling vacant positions, including recruitment and retention of employees.
  - ✓ Continue to work with Human Resources to fill vacant positions
- Continuing need for technology enhancements that will automate manual processes.
  - ✓ Continue to review business processes to identify and improve efficiencies.
- Increasing complexity in developing the coordinated Five-Year Capital Plan due to the size and scope of both City and non-City projects.
  - ✓ Strengthened capital planning tools and procedures through the Major Capital Infrastructure Coordination (MCIC) Office.
- Improving outreach to vulnerable segment of the population on the importance of personal emergency preparedness.
  - ✓ Continue community engagement & public education to strengthen emergency preparedness.

2015 Operating Budget Highlights

- The 2015 Operating Budget for PPF&A includes:
  - ✓ Funding of $22.109 million gross and $9.757 million net reflecting a net reduction of $0.128 million from the 2014 Approved Operating Budget.
  - ✓ Service efficiencies resulting in a reduction of $0.290 million net and 3.0 positions, while still maintaining the 2014 level of service.

Program Map


Policy, Planning, Finance & Administration
PPFA provides centralized financial and administrative support to the Deputy City Manager and Cluster B programs so they can focus on providing services to the residents and businesses in the City of Toronto.
Organizational Effectiveness
Financial Management
Program Support
Corporate Leadership (DCM)
Office of Emergency Management
Purpose: To provide strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.
Purpose: To provide financial planning, reporting, analysis, advice, processing and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery.
Purpose: To provide administrative, public consultation, complement management and payroll time entry services to Cluster B divisions to support improved service delivery.
Purpose: To guide the corporation in the strategic direction for growth and program/service delivery.
Purpose: To reduce the risks to the community and build resiliency by coordinating and integrating activities necessary to mitigate against, prepare for, respond to, and recover from potential or actual natural, technological and/or human induced risks and emergencies.
Budget Planning & Coordination
Financial Transaction and Payment Processing
Time & Attendance Data Entry & Reporting
Complement Management & Reporting
Public Consultation
General Administration
Emergency Management Program Development and Response

Organizational Effectiveness

- DCM's Office
- Toronto Water
- Solid Waste Management
- Transportation Services
- Toronto Building
- Engineering & Construction Services
- City Planning
- Fire Services
- Municipal Licensing & Standards
- Waterfront Secretariat
- Office of Emergency Management
- City Manager
- Other City Divisions - e.g. Accounting Services, Financial Planning
- Customers of Cluster B divisions

Financial Management

- DCM Cluster B
- Toronto Water
- Solid Waste Management Services
- Fire Services (Oversight Relationship)
- Transportation Services
- Engineering & Construction Services
- City Planning
- Toronto Building
- Municipal Licensing & Standards
- Waterfront Secretariat
- Office of Emergency Management
- Major Capital Infrastructure Coordination Office
- Corporate Divisions
- Residents and businesses in the City of Toronto
- Suppliers of Cluster B divisions

Program Support

- DCM Cluster B
- Toronto Water
- Solid Waste Management Services
- Fire Services (Oversight Relationship)
- Transportation Services
- Engineering & Construction Services
- City Planning
- Toronto Building
- Municipal Licensing & Standards
- Waterfront Secretariat
- Office of Emergency Management
- Major Capital Infrastructure Coordination Office
- Corporate Divisions
- Residents and businesses in the City of Toronto

Corporate Leadership

- Toronto Water
- Solid Waste Management
- Transportation Services
- Toronto Building
- Engineering & Construction Services
- City Planning
- Fire Services
- Municipal Licensing & Standards
- Policy, Planning, Finance & Administration
- Waterfront Secretariat
- Office of Emergency Management
- City Manager
- Residents and businesses in the City of Toronto

Office of Emergency Management

- Toronto Police Service
- Toronto Fire Services
- Toronto Paramedic Services
- Toronto Public Health
- Strategic Communications
- Toronto Water
- Transportation Services
- Shelter, Support and Housing Administration
- Toronto Building
- Toronto Transit Commission
- Purchasing and Materials Management
- Facilities and Real Estate
- Engineering & Construction Services
- Solid Waste Management Services
- Parks, Forestry and Recreation
- Toronto Office of Partnerships
- Finance and Administration
- Human Resources
- Information and Technology
- City Clerk's Office

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Organizational Effectiveness											
Gross Expenditures	1,975.9	1,740.9	1,938.0		1,938.0	(37.9)	(1.9%)	46.0	2.4%	41.9	2.1%
Revenue	1,233.6	1,095.3	1,267.6		1,267.6	34.0	2.8%				
Net Expenditures	742.3	645.6	670.4		670.4	(71.9)	(9.7%)	46.0	6.9%	41.9	5.9%
Financial Management											
Gross Expenditures	8,182.3	7,209.1	8,172.0		8,172.0	(10.3)	(0.1%)	163.7	2.0%	144.2	1.7%
Revenue	4,187.1	3,717.6	4,187.1		4,187.1						
Net Expenditures	3,995.3	3,491.5	3,984.9		3,984.9	(10.3)	(0.3%)	163.7	4.1%	144.2	3.5%
Program Support											
Gross Expenditures	8,172.7	7,200.7	8,189.4		8,189.4	16.7	0.2%	75.3	0.9%	59.4	0.7%
Revenue	6,662.4	5,915.5	6,662.4		6,662.4						
Net Expenditures	1,510.3	1,285.2	1,527.0		1,527.0	16.7	1.1%	75.3	4.9%	59.4	3.7%
Corporate Leadership (DCM)											
Gross Expenditures	790.7	696.7	777.6		777.6	(13.1)	(1.7%)	24.3	3.1%	22.7	2.8%
Revenue											
Net Expenditures	790.7	696.7	777.6		777.6	(13.1)	(1.7%)	24.3	3.1%	22.7	2.8%
Office of Emergency Management											
Gross Expenditures	2,941.3	2,591.4	3,032.0		3,032.0	90.7	3.1%	67.6	2.2%	62.4	2.0%
Revenue	95.0	84.3	235.0		235.0						
Net Expenditures	2,846.3	2,507.1	2,797.0		2,797.0	90.7	3.2%	67.6	2.4%	62.4	2.2%
Total											
Gross Expenditures	22,062.9	19,438.8	22,109.0		22,109.0	46.1	0.2%	376.9	1.7%	330.6	1.5%
Revenue	12,178.0	10,812.7	12,352.1		12,352.1	174.0	1.4%				
Total Net Expenditures	9,884.8	8,626.1	9,756.9		9,756.9	(127.9)	(1.3%)	376.9	3.9%	330.6	3.3%
Approved Positions	202.4	180.4	199.4		199.4	(3.0)	(1.5%)				

Note: 2014 Actual Expenditures are System Generated

The 2015 Operating Budget for PPF&A is $22.109 million gross and $9.757 million net. The net budget is $0.128 million or 1.3% below the 2014 approved Budget as a result of the following:

- Base pressures of $0.290 million net have been fully offset by efficiency savings.
- Budget Committee adjustments (reductions) of $0.128 million identified in the *Loss of Toronto Compensation for Social Housing* report.
- Base pressures are predominately driven by salary and benefit cost increases totaling $0.305 million net that are experienced consistently across all services within PPFA.
- The service efficiency savings utilized to offset these base budget pressures will result in the deletion of 3.0 vacant positions, without any impact to the level of service provided.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay, step and fringe benefits of $0.377 million and $0.331 million respectively.

The 2015 Operating Budget results in PPF&A decreasing its total staff complement by 3.0 positions from 202.4 to 199.4 as highlighted in the table below:

Table 2

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	376.9		376.9	3.8%		330.7		330.7	3.2%	
Total Incremental Impact	376.9		376.9	3.8%		330.7		330.7	3.2%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay and step increases will result in a pressure of $0.377 million net in 2016 and $0.331 million net in 2017.
  - Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations.

2015 Budget by Service: Organizational Effectiveness

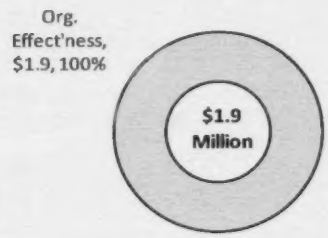
Organizational Effectiveness

What We Do

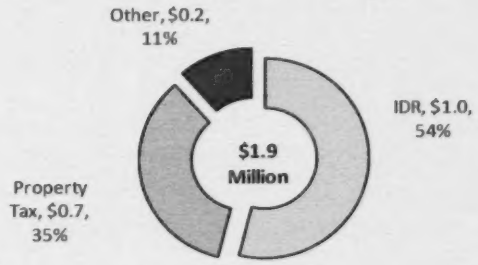
Provide strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery. The core activities include:

- Coordination and cross-divisional planning of major capital infrastructure projects through the Major Capital Infrastructure Coordination Office (MCIC);
- Development of a coordinated 5-Year Capital Plan that integrates City Programs with external agencies and utilities; and
- Management reporting and management consultant support for business process reviews, development of key performance indicators, and continuous improvement initiatives.

2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)



2015 Service Levels

Organizational Effectiveness

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Recommended 2015
Cross Divisional Planning & Coordination	Administrative support and coordination	Approved	The assignment is completed within agreed upon timeline 100% of the time			**The assignment is completed within agreed upon timeline 100% of the time**
	Strategy and policy development	Approved	The policy or plan is completed within agreed upon timeline 100% of the time			
	Implementation support	Approved	The change is implemented within the agreed upon timeframe 100% of the time			
Performance Measurement / Management Reporting	Monitoring and tracking	Approved	The indicator is updated/maintained according to the predetermined schedule 100% of the time.			The indicator is updated/maintained according to the predetermined schedule 100% of the time.
	Monthly Reports	Approved	Report issued within the agreed upon schedule 100% of the time			**The Report issued within the agreed upon schedule 100% of the time.**
	Quarterly Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Annual Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Ad hoc Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
Program Review	Service Improvement	Approved	Report issued within the agreed upon schedule 100% of the time			Report issued within the agreed upon schedule 100% of the time
	Organizational Design	Approved	Report issued within the agreed upon schedule 100% of the time			Report issued within the agreed upon schedule 100% of the time
	New business process documentation developed	Approved	The new business process documentation is developed within the agreed upon timeframe 100% of the time			The new business process documentation is developed within the agreed upon timeframe 100% of the time
	Existing business process documentation	Approved	Business process documentation is maintained 100% of the time			Business process documentation is maintained 100% of the time
	Process improvement recommendations	Approved	Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time			Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time

Changes to Organizational Effectiveness Service Levels

- The 2015 Service Levels are consistent with the approved 2014 Service Levels. The changes highlighted in the above table provide a more accurate reflection of the service provided with the three activities.
- These are changes made in how the service levels are being articulated, not in the actual level of services that are being delivered.

2015 Service Budget by Activity

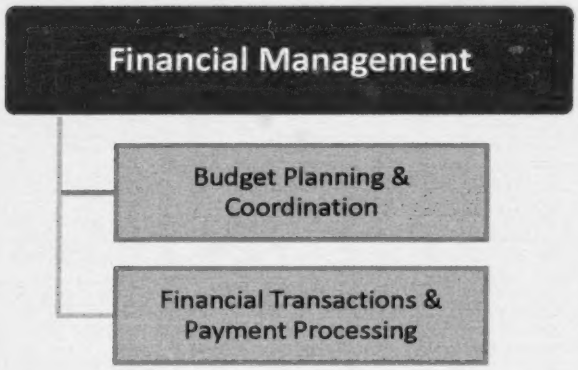
($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Organizational Effectiveness	1,975.9	1,938.0		1,938.0	(37.9)	(1.9%)		**1,938.0**	(37.9)	(1.9%)	46.0	2.4%	41.9	2.1%
Total Gross Exp.	1,975.9	1,938.0		1,938.0	(37.9)	(1.9%)		**1,938.0**	(37.9)	(1.9%)	46.0	2.4%	41.9	2.1%
REVENUE														
Organizational Effectiveness	1,233.6	1,267.6		1,267.6	34.0	2.8%		**1,267.6**	34.0	2.8%				
Total Revenues	1,233.6	1,267.6		1,267.6	34.0	2.8%		**1,267.6**	34.0	2.8%				
NET EXP.														
Organizational Effectiveness	742.3	670.3		670.4	(71.9)	(9.7%)		**670.4**	(71.9)	(9.7%)	46.0	6.9%	41.9	5.2%
Total Net Exp.	742.3	670.3		670.4	(71.9)	(9.7%)		**670.4**	(71.9)	(9.7%)	46.0	6.9%	41.9	5.2%
Approved Positions	13.8	13.8		13.8				**13.8**						

The 2015 Operating Budget for Organizational Effectiveness of $1.938 million gross and $0.670 million net is $0.072 million or 9.7% below the 2014 Approved Net Budget.

The **Organizational Effectiveness Service** provides strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.

- Base budget pressures within this service are attributable to salary and benefit increases for COLA, step increases and progression pay of $0.052 million.
- These costs have been partially offset through increased inter-divisional recoveries reflecting the cost escalation to deliver services to "client" divisions.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay and step increases of $0.046 million and $0.042 million respectively.

2015 Budget by Service: Financial Management

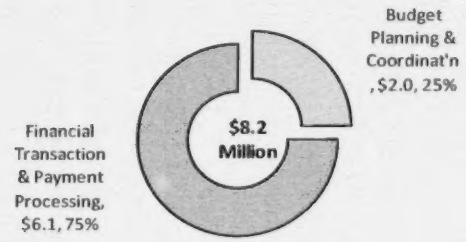


What We Do

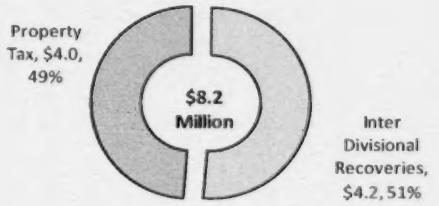
Provide financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery. The core activities include:

- Budget planning and coordination; and
- Financial transaction and payment processing.

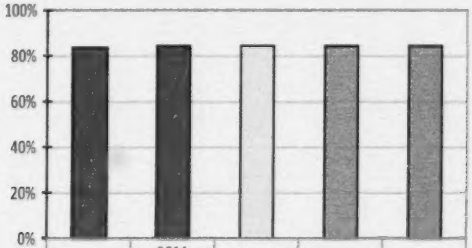
2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)



% of Invoices Confirmed for Payment within 60 Days



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of invoices confirmed for payment within 60 days	84%	85%	85%	85%	85%

- This measure indicates the percentage of invoices confirmed for payment within 60 days.
- The Program is projecting that 85% of invoices will be confirmed for payment within 60 days.
- The 2015 and future year plans remain at an 85% target.

2015 Service Levels

Financial Management

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Recommended 2015
Budget planning and coordination	Budget coordinated, prepared, and submitted	Approved	95% of Cluster B budgets supported and coordinated to meet corporate perscribed deadlines	100% of Cluster B budgets supported and coordinated to meet prescribed deadlines		100% of Cluster B budgets supported and coordinated to meet prescribed deadlines
	Research, data generation, analysis and presentation	Approved	Provided acknowledgement of request within 2 days 95% of the time			Provide acknowledgement of request within 2 days 95% of the time
	Assistance with service planning	Approved	100% of Cluster B Service Plans Supported to submit within corporate perscribed deadlines			100% of Cluster B Service Plans Supported to submit within prescribed deadlines
	Management Reporting & Control	Approved	Monthly reports issued within 5 days after month end 75% of the time.	Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines 100% of the time.		Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines 100% of the time.
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time			Provide acknowledgement of request within 2 days 100% of the time
Financial transaction and payment processing	Management Reporting & Control	Approved	Ensure reconciliation of accounts within 60 days of month end 100% of the time	Ensure reconciliation of accounts within 30 days of month end 100% of the time		Ensure reconciliation of accounts within 30 days of month end 100% of the time
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time			Provide acknowledgement of request within 2 days 100% of the time
	Purchasing and procurement	Approved	Processed purchasing documents in SAP within two business days 90% of the time; less than 8.0 % of the Blanket Contracts were over-spent; 50% of the Informal Call for Quotation DPOs ($7,500 to $50,000) were issued within 60 calendar days	Processed purchasing documents in SAP within three business days to source and place the order 90% of the time; ***less than 8.0 % of the Blanket Contracts were over-spent*** ; Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.		Processed purchasing documents in SAP within three business days to source and place the order 90% of the time; Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.
	Purchasing and procurement (TW)	Approved	Processed purchasing documents in SAP within five business days 90% of the time; 8.0 % of the Blanket Contracts were over-spent; 90% of the Informal Call for Quotation DPOs ($7,500 to $7,500) within 5 business days	Processed purchasing documents in SAP within three business days to obtain 3 quotes and create purchasing document and 2 days for approval and place the order 90% of the time; ***less than 8.0 % of the Blanket Contracts were over-spent*** ; Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Mangement (TW).		Processed purchasing documents in SAP within three business days to obtain 3 quotes and create purchasing document and 2 days for approval and place the order 90% of the time; Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Mangement (TW).
	Accounts payable	Approved	85 % of invoices confirmed for payment within 60 days (2010)	85% of invoices confirmed for payment within 60 days		85% of invoices confirmed for payment within 60 days

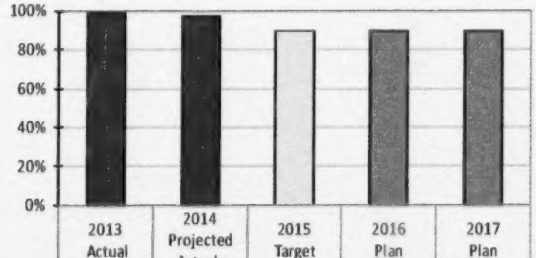
Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Recommended 2015
Financial transaction and payment processing	Accounts receivable	Approved	90% of accounts receivable are created and mailed within 48 hours of receipt or notification.	90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.		90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.
	Collect and process customer payments	Approved	Accounts receivable collected within agreed upon payment terms 67.3% (2010/2011). Customer payments deposited in bank by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.	Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.		Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.
	Collect and process customer deposits and prepare refunds for payment	Approved	90% of customer deposits processed within 48 hours of receipt. 90% of refunds submitted for payment within 20 business days of receipt.	100% of customer deposits processed within 48 hours of receipt. 90% of completed refunds request processed within 10 business days of receipt.		100% of customer deposits processed within 48 hours of receipt. 90% of completed refunds request processed within 10 business days of receipt.

Changes to Financial Management Service Levels

- The 2015 Service Levels are consistent with the approved 2014 Service Levels. The changes highlighted within the purchasing and procurement sub-activity better reflect the actual service provided within Financial Transaction and Payment Processing.
- While this activity supports the procurement of client division, blanket contracts are managed with the Division purchasing the materials.

Service Performance

Quality Measure:
% of completed requests for refunds processed within 10 business days of receipt



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of completed requests for refunds processed within 10 business days of receipt	99%	97%	90%	90%	90%

- This measure indicates the percentage of refunds processed within 10 business days of receipt.
- The Program is projecting that 99% of refund requests will be processed within 10 business days of receipt.
- For 2015 and onwards, the Program anticipates that it will meet the target of 90%.

2015 Service Budget by Activity

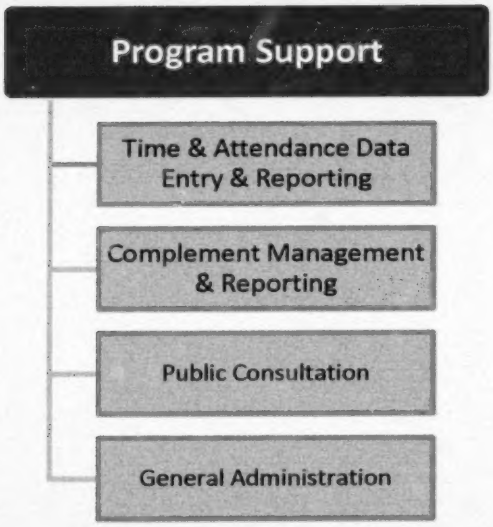
($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Budget Planning & Coordination	2,010.1	2,032.4		2,032.4	22.4	1.1%		2,032.4	22.4	1.1%	62.0	3.1%	57.7	2.8%
Financial Transaction & Payment Processing	6,172.3	6,212.0	(72.4)	6,139.5	(32.7)	(0.5%)		6,139.5	(32.7)	(0.5%)	101.7	1.7%	86.5	1.4%
Total Gross Exp.	8,182.3	8,244.4	(72.4)	8,172.0	(10.3)	(0.1%)		8,172.0	(10.3)	(0.1%)	163.7	2.0%	144.2	1.7%
REVENUE														
Budget Planning & Coordination	982.7	982.7		982.7				982.7						
Financial Transaction & Payment Processing	3,204.4	3,204.4		3,204.4				3,204.4						
Total Revenues	4,187.1	4,187.1		4,187.1	0.0	0.0%		4,187.1	0.0	0.0%	0.0	0.0%	0.0	0.0%
NET EXP.														
Budget Planning & Coordination	1,027.4	1,049.8		1,049.8	22.4	2.2%		1,049.8	22.4	2.2%	62.0	5.9%	57.7	5.5%
Financial Transaction & Payment Processing	2,967.9	3,007.6	(72.4)	2,935.2	(32.7)	(1.1%)		2,935.2	(32.7)	(1.1%)	101.7	3.5%	86.5	2.9%
Total Net Exp.	3,995.3	4,057.4	(72.4)	3,984.9	(10.3)	(0.3%)		3,984.9	(10.3)	(0.3%)	163.7	4.1%	144.2	3.5%
Approved Positions	88.5	88.5	(1.0)	87.5	(1.0)	(1.1%)		87.5	(1.0)	(1.1%)				

The 2015 Operating Budget for Financial Management of $8.172 million gross and $3.985 million net is $0.010 million or 0.3% below the 2014 Approved Net Budget.

The ***Financial Management Service*** provides financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery

- Base budget pressures of $0.072 million in Financial Management are attributable to salary and benefit increases for COLA, step increases and progression pay applied consistently between the two activities in this service relative to staffing levels.
- This pressure has been fully offset through a service change within Financial Transaction & Coordination, deleting 1.0 vacant Accounting Assistant 3 position.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay and step increases of $0.164 million and $0.144 million respectively.

2015 Budget by Service: Program Support



What We Do

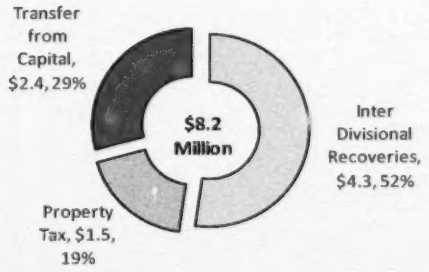
Provide Administrative, Public Consultation, Complement Management and Payroll time entry services to Cluster B divisions to support service delivery. The core activities include:

- Payroll time entry and reporting for over 6,000 Cluster B employees;
- Complement management and reporting activity;
- Public consultation, facilitation and support; and
- General administration support including courier/mail delivery services and coordination of office space and telephones.

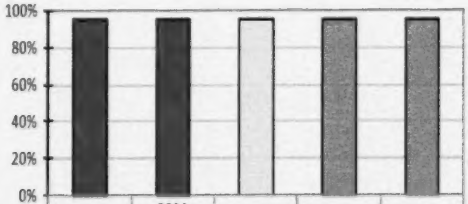
2015 Service Budget by Activity

General Admin, $3.3, 40%
Time & Attendance Data Entry & Report, $3.2, 39%
$8.2 Million
Public Consultat'n, $1.2, 15%
Complm'nt Managm'nt & Report, $0.5, 6%

Service by Funding Source



% of Scheduled Reports Completed within Agreed-to Timelines



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of scheduled reports completed within agreed-to timelines (within a certain # of days of pertinent information becoming available)	95%	95%	95%	95%	95%

- This measure indicates the percentage of scheduled reports completed within agreed-to timelines (within certain # of days of pertinent information becoming available).
- The Program is projecting that in 2014 it will be in line with the 95% target.
- It is anticipated that this measure will continue to be met in 2015 and onwards.

2015 Service Levels

Program Support

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Recommended 2015
Time & Attendance - Data Entry & Reporting	Payroll Advice & Reporting	Approved	Quarterly Attendance Management Reports 95% of the time. Other Reports within 5 days 95% of the time	Monthly Attendance Management Reports 100% of the time. Other Reports within 5 days 95% of the time		Monthly Attendance Management Reports 100% of the time. Other Reports within 5 days 95% of the time
	Time & Attendance - Data Entry & Reporting	Approved	Bi-weekly/weekly	Time Sheet entered 100% of the time		Time Sheet entered 100% of the time
Complement Management & Reporting	Complement Management	Approved	Monthly	Employee record update is completed within 2 days or as agreed upon 95% of the time		Employee record update is completed within 2 days or as agreed upon 95% of the time
	Various Monthly and/or Ad Hoc Reports	Approved	Monthly and/or Ad Hoc	Monthly reports are completed within agreed upon timeline 95% of the time		Monthly reports are completed within agreed upon timeline 95% of the time.
	Client Consultation/Support	Approved	Acknowledge Request in 2 Business Days			Acknowledge Request in 2 Business Days
	CM related documentation (Organizational Change Approval Form, Staff Requisition)	Approved	One Business Day			One Business Day
Public Consultation		Approved	Meet Timeframe of project and/or Legislation	To meet notification guidelines, legislated requirements and client or program needs		Meet notification guidelines, legislated requirements and client or program needs
General Administration	Office Space Coordination	Approved	To meet client needs within Corporate Guidelines			Meet client needs within Corporate Guidelines
	Telephony Coordination	Approved	Within 5 working days 95% of the time			Within 5 working days 95% of the time
	Courier/Mail Services	Approved	Delivery within 2 working days 90% of the time			Delivery within 2 working days 90% of the time

- The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget $	Base Budget vs. 2014 Budget %	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget $	2015 Budget vs. 2014 Budget %	Incremental Change: 2016 Plan $	2016 Plan %	2017 Plan $	2017 Plan %
GROSS EXP.														
Time & Attendance Data Entry & Reporting	3,226.4	3,294.4	(72.0)	3,222.4	(4.0)	(0.1%)		**3,222.4**	(4.0)	(0.1%)	28.3	0.9%	18.4	0.6%
Complement Management & Reporting	468.5	487.9		487.9	19.3	4.1%		**487.9**	19.3	4.1%	9.3	1.9%	8.5	1.7%
Public Consultation	1,176.2	1,174.6		1,174.6	(1.6)	(0.1%)		**1,174.6**	(1.6)	(0.1%)	16.2	1.4%	13.8	1.2%
General Administration	3,301.5	3,369.7	(65.2)	3,304.5	3.0	0.1%		**3,304.5**	3.0	0.1%	21.5	0.7%	18.8	0.6%
Total Gross Exp.	8,172.7	8,326.6	(137.2)	8,189.4	16.7	0.2%		**8,189.4**	16.7	0.2%	75.3	0.9%	59.5	0.7%
REVENUE														
Time & Attendance Data Entry & Reporting	2,625.9	2,625.9		2,625.9				**2,625.9**						
Complement Management & Reporting	328.2	328.2		328.2				**328.2**						
Public Consultation	2,067.1	2,067.1		2,067.1				**2,067.1**						
General Administration	1,641.2	1,641.2		1,641.2				**1,641.2**						
Total Revenues	6,662.4	6,662.4		6,662.4	0.0	0.0%		**6,662.4**	0.0	0.0%	0.0	0.0%	0.0	0.0%
NET EXP.														
Time & Attendance Data Entry & Reporting	600.5	668.4	(72.0)	596.5	(4.0)	(0.7%)		**596.5**	(4.0)	(0.7%)	28.3	4.7%	18.4	3.1%
Complement Management & Reporting	140.3	159.6		159.6	19.3	13.8%		**159.6**	19.3	13.8%	9.3	5.8%	8.5	5.2%
Public Consultation	(890.9)	(892.4)		(892.4)	(1.6)	0.2%		**(892.4)**	(1.6)	0.2%	16.2	(1.8%)	13.8	(1.6%)
General Administration	1,660.3	1,728.5	(65.2)	1,663.3	3.0	0.2%		**1,663.3**	3.0	0.2%	21.5	1.3%	18.8	1.1%
Total Net Exp.	1,510.3	1,664.1	(137.2)	1,527.0	16.7	1.1%		**1,527.0**	16.7	1.1%	75.3	4.9%	59.5	3.7%
Approved Positions	76.2	76.2	(1.0)	75.2	(1.0)	(1.3%)		**75.2**	(1.0)	(1.3%)				

The 2015 Operating Budget for Program Support of $8.189 million gross and $1.527 million net is $0.016 million or 1.1% above the 2014 Approved Net Budget.

The ***Program Support Service*** provides administrative, public consultation, complement management and payroll time entry services to Cluster B divisions to support service delivery.

- Base budget pressures of $0.164 million in Program Support are primarily attributable to salary and benefit increases for COLA, step increases and progression pay applied consistently between the four activities in this service relative to staffing levels.
- This pressure has been partially offset through the deletion of 1.0 vacant Supervisor of Administrative Services position, with the savings reflected in the Time & Attendance Data Entry & Reporting and General Administration activities.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay and step increases of $0.075 million and $0.059 million respectively.

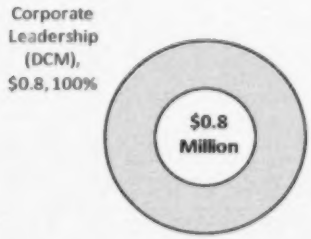
2015 Budget by Service: Corporate Leadership (DCM)

Corporate Leadership (DCM)

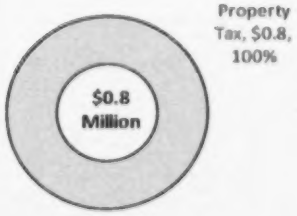
What We Do

- Guide the corporation in the strategic direction for growth and program/service delivery.
- Provide corporate oversight and administrative governance of Cluster B Programs.
- Provide coordination on major City-wide initiatives and projects.

2015 Service Budget by Activity



Service by Funding Source



2015 Service Budget by Activity

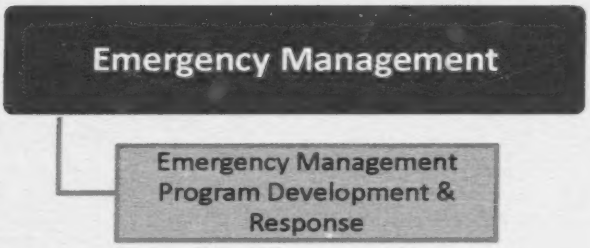
($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Corporate Leadership (DCM)	790.7	767.6	10.0	777.6	(13.1)	(1.7%)		**777.6**	(13.1)	(1.7%)	24.3	3.1%	22.7	2.8%
Total Gross Exp.	790.7	767.6	10.0	777.6	(13.1)	(1.7%)		**777.6**	(13.1)	(1.7%)	24.3	3.1%	22.7	2.8%
REVENUE														
Corporate Leadership (DCM)														
Total Revenues														
NET EXP.														
Corporate Leadership (DCM)	790.7	767.6	10.0	777.6	(13.1)	(1.7%)		**777.6**	(13.1)	(1.7%)	24.3	3.1%	22.7	2.8%
Total Net Exp.	790.7	767.6	10.0	777.6	(13.1)	(1.7%)		**777.6**	(13.1)	(1.7%)	24.3	3.1%	22.7	2.8%
Approved Positions	5.0	5.0		5.0				**5.0**						

The 2015 Operating Budget for Corporate Leadership (DCM) of $0.777 million gross and net is $0.013 million or 1.7% below the 2014 Approved Net Budget.

The ***Corporate Leadership (DCM)*** guides the corporation in the strategic direction for growth and program/service delivery; provides corporate oversight and administrative governance of Cluster B Programs; and provides coordination on major City-wide initiatives and projects.

- Base budget pressures attributable to salary and benefit increases have been fully offset through alignment of the salary and benefit costs to actual experience.
- Service efficiency savings program wide were achieved through reductions and realignment between services of various non-salary expenses. The realignment and overall Program savings that occurred, resulted in a transfer of $0.010 million of costs into this service.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay and step increases of $0.024 million and $0.023 million respectively.

2015 Budget by Service: Office of Emergency Management

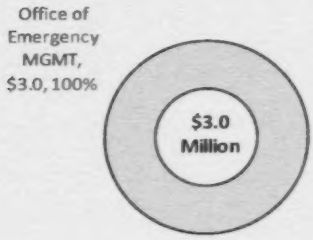


What We Do

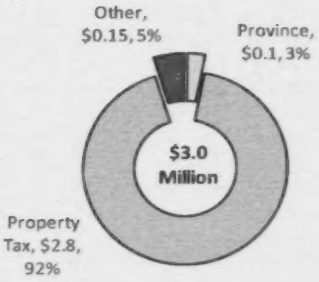
Reduce the risks to the community and build resiliency by coordinating and integrating activities necessary to militate against, prepare for, respond to, and recover from risks and emergencies. The core types of activities include:

- Coordination for emergency and disaster activities as part of the City's Emergency Management Program;
- Development of programs and plans to prevent disasters, where possible;
- Organization and coordination of emergency responses when disasters and emergencies occur; and
- Coordination and implementation of recovery plans.

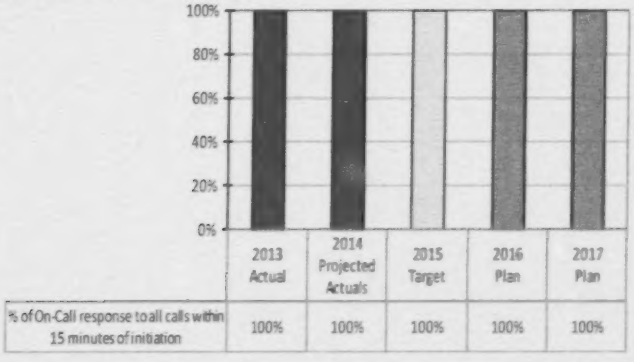
2015 Service Budget by Activity($Millions)



Service by Funding Source ($Millions)



% of On-Call response to all calls within 15 minutes of initiation



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of On-Call response to all calls within 15 minutes of initiation	100%	100%	100%	100%	100%

- This measure indicates the percentage of On-Call response to all calls within 15 minutes of initiation.
- The Program is projecting that 100% of On-Call response to all calls within 15 minutes of initiation.
- For 2015 and onwards, the Program anticipates that it will meet the target of 100%.

2015 Service Levels

Office of Emergency Management

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	Approved Service Levels 2013 2014	Recommended 2015
Customer Service - Phone, Email, Material Requested	Monthly	Approved	Meeting of the TEMPC maintained, 100% of the time.	Acknowledge in 1 business day and respond within 3 business days 90% of the time.	Acknowledge in 1 business day and respond within 3 business days 90% of the time.
Municipal Program Requirements	Annually	Approved	Meeting of the EMWG maintained, 100% of the time.	100% compliance with the requirements under the Toronto Municipal Code	100% compliance with the requirements under the Toronto Municipal Code
Provincial Program Requirements	Annually	Approved	Emergency Plan and Operational Support Functions maintained, 100% of the time.	100% compliance with the requirements under the Act	100% compliance with the requirements under the Act
Training Program	Quarterly	Approved	Toronto Nuclear Emergency Response Plan maintained, 100% of the time	Achieve 80% satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 75 Basic Incident Management System, 75 Incident Management System Level 200 provincial certificates levels achieved	Achieve 80% satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 75 Basic Incident Management System, 75 Incident Management System Level 200 provincial certificates levels achieved
Exercise Program	Annually	Approved	Training program maintained, 1005 of the time	Achieve 80% satisfaction survey for annual exercise	Achieve 80% satisfaction survey for annual exercise
Public Education Program	Monthly	Approved	Municipal exercise training maintained, 100% of the time	Achieve 80% satisfaction survey from public education/awareness presentations	Achieve 80% satisfaction survey from public education/awareness presentations
Business Continuity	Monthly	Approved	HIRA report maintained, 100% of the time	Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Division have a cuurent Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans	Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Divisions have a current Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans
Business Information Exchange	Monthly	Approved	CI inventory maintained, 100% of the time	Business Partners Exchange Portal maintained, 100% of the time	~~Deleted~~
OEM 24/7 On-Call	As required	Approved	Public education program maintained, 100% of the time	On-call responds to all calls within 15 minutes of initiation	On-call responds to all calls within 15 minutes of initiation
Emergency Operation Centre (EOC)	Operationally ready to activate	Approved	EP week activities maintained, 100% of the time	Normal Hours: EOC staffed with OEM members within 15 minutes of request, After hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%	Normal Hours: EOC staffed with OEM members within 15 minutes of request, After hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%

Changes to Office of Emergency Management Service Levels

- The 2015 Service Levels have been adjusted to delete the service level for Business Information exchange (Business Partners Exchange Portal maintained, 100% of the time) based on a review of captured service levels.
- This change does not reflect a reduction in the level of service provided.

Service Performance

% of all Divisions have a current Business Impact Analysis

	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of all Divisions have a current Business Impact Analysis	90%	100%	100%	100%

- This measure indicates the percentage of all Divisions have a current Business Impact Analysis.
- The Program is projecting that 90% of all Divisions have a current Business Impact Analysis.
- For 2015 and onwards, the Program anticipates that it will meet the target of 100%.

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Office of Emergency Management	2,941.3	3,122.7	(90.7)	3,032.0	90.7	3.1%		**3,032.0**	90.7	3.1%	67.6	2.2%	62.4	2.0%
Total Gross Exp.	2,941.3	3,122.7	(90.7)	3,032.0	90.7	3.1%		**3,032.0**	90.7	3.1%	67.6	2.2%	62.4	2.0%
REVENUE														
Office of Emergency Management	95.0	235.0		235.0	140.0	147.4%		**235.0**	140.0	147.4%				
Total Revenues	95.0	235.0		235.0	140.0	147.4%		**235.0**	140.0	147.4%				
NET EXP.														
Office of Emergency Management	2,846.3	2,887.7	(90.7)	2,797.0	(49.3)	(1.7%)		**2,797.0**	(49.3)	(1.7%)	67.6	2.4%	62.4	2.2%
Total Net Exp.	2,846.3	2,887.7	(90.7)	2,797.0	(49.3)	(1.7%)		**2,797.0**	(49.3)	(1.7%)	67.6	2.4%	62.4	2.2%
Approved Positions	19.0	19.0	(1.0)	18.0	(1.0)	(5.3%)		**18.0**	(1.0)	(5.3%)				

The 2015 Operating Budget for Office of Emergency Management of $3.032 million gross and $2.797 million net is $0.049 million or 1.7% below the 2014 Approved Net Budget.

The ***Office of Emergency Management Service*** reduces the risks to the community and build resiliency by coordinating and integrating activities necessary to militate against, prepare for, respond to, and recover from risks and emergencies.

- Base budget pressures of $0.051 million in this service are primarily attributable to increased costs for salary and benefit increases for COLA, step increases and progression pay.
- This pressure has been fully offset through a service change within, deleting 1.0 vacant Support Assistant B position.
- The 2016 and 2017 plans reflect inflationary cost increases for progression pay and step increases of $0.068 million and $0.062 million respectively.

Solid Waste Management Services

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $370.8 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	354,025.8	370,785.1	16,759.3	4.7%
Gross Revenues	354,025.8	370,785.1	16,759.3	4.7%
Net Expenditures				-

For 2015, SWMS identified $35.6 million in opening budget pressures arising from inflationary and operational requirements. These pressures have been fully offset through a series of expenditure reductions and revenue changes (including a 2.25% effective rate increase).

SWMS will maintain their 2014 level of service in 2015 while at the same time improving customer service with the net addition of 6.0 new staff to support contract administration and the Waste Diversion Waiver program.

2015 Operating Budget Overview

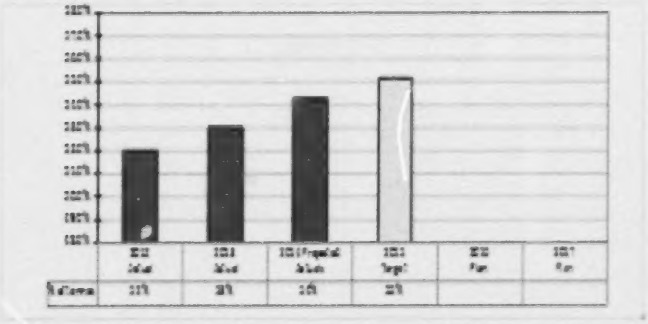
Solid Waste Management Services (SWMS) provides waste collection, transfer, processing and landfill services to the City of Toronto. Collection includes recyclables, organics, litter, leaf, yard, municipal hazardous & special waste and garbage. SWMS' goal is to be a leader in providing innovative efficient waste management to residents, businesses and visitors, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

Fast Facts

- 7 Transfer Stations (6 with HHW Depots)
- 1 Operating Organics Processing Facility with another under expansion.
- 1 Reuse Centre
- 4 Collection Yards and 1 Litter Collection Yard
- Green Lane Landfill + 160 Closed Landfills
- 1.4 million residential bins (Green/Waste/Blue/Kitchen)

Trends:

Residential Diversion Rate (%)



- 535,982 tonnes of Waste Landfilled
- Residential Diversion – increase from 44% to 54% from 2008 – 201[illegible] with 55% in 2015
- Participation Rate: Green Bin – 89%; Blue Bin – 96%
- Collection complaints are less than 1.5 per 1,000 households per week.
- Long Term Waste Management Strategy will impact future plans.

2014 Key Service Accomplishments

- Moving towards 70% overall waste diversion by 2016. The 2014 rates expected to be achieved are:
  - Overall residential diversion – increase from 53% to 54%.
  - Single-family residential – increase from 67% to 68%.
  - Multi-residential – increase from 26% to 29%.
- Increased Overall diversion rates in 2014 is a result of:
  - Continued rollout of Green Bin collection services to multi-residential buildings, non-residential locations, ABCDs and Schools;
  - Dedicated promotion and education campaigns encouraging recycling in multi-residential buildings;
  - Continued provision of in-unit recycling containers to increase the recovery of recyclable material in multi-residential buildings; and,
  - Rollout of Front end Green Bin containers to multi-residential buildings.
- Initiated Long Term Waste Management Strategy Study including Consultation and Communications Plan, Current status and Needs Assessment.
- Initiated Long Term Business Plan for the Green Lane Landfill.
- Continued succession planning with the Talent Management Program
- Awarded contracts for Collection - D1 and Recyclables Processing
- Issued RFPs for Dufferin Green Bin facility expansion; Green Bin 2.0 and Asset Management Framework
- Lead Ice Storm Debris Management
- Introduced 4 year Phase-In of Harmonized Rates & Fees
- Received Awards: SWANA; OPWA, and RCO
- Realized successful result in the Blue Box Funding Arbitration
- Implemented Customer Service Strategy which included (external & internal).
- Enhanced multi-residential diversion including advertising and the fall 2014 workshop for property managers, superintendents.
- Collaborated on a Multi-divisional City-wide Litter Reduction Strategy.
- Continued expansion of public space litter / recycle bins along streetscapes and in parks.
- Completed a Continuous Improvement Fund initiative for Parks Bins
- Commissioned Disco Road Organic Processing Facility.
- Managed the following projected in-bound tonnages of materials in 2014:
  - Organics –143,878 to 138,339 tonnes
  - Recycling – 221,217 to 220,900 tonnes
  - Yard waste – 103,580 to 130,384 tonnes
  - Residual waste –525,120 to 534,931 tonnes

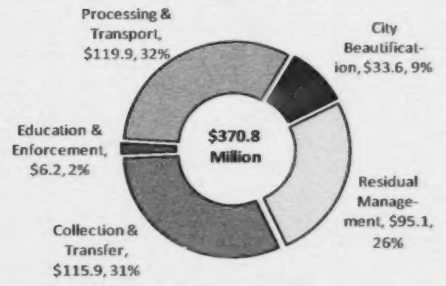
Our Service Deliverables for 2015

Solid Waste Management Services 2015 Operating Budget will provide funding to continue to move forward towards 70% overall waste diversion. SWMS has established strategic directions with the following 2015 deliverables:

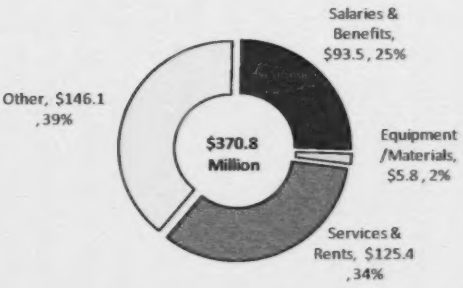
- The 2015 projected diversion rates are estimated as follows:
  - Overall residential diversion - 55%;
  - Single-family residential - 68%;
  - Multi-residential – 32%
- Long Term Waste Management Strategy including a Strategy Report and Implementation Plan
- Long Term Business Plan and Perpetual Care Assessment Report for the Green Lane Landfilll
- Initiate Disco Road Biogas Utilization project.
- Development of a comprehensive Asset Management Framework and Implementation Plan.
- Planned rollout of Next Generation Green Bins for curbside customers.
- Continuing to implement Green Bin collection services at multi-residential locations.
- Continuing to implement a comprehensive multi-residential public education campaign including 3Rs Ambassador Program.
- Ongoing audits of residential and non-residential customers and targeted education strategies.
- Ongoing review of adding more packaging & other materials to the Blue Bin program. (e.g. hot drink cups)
- Initiate Design, Build, Operate and Maintain contract for Dufferin Green Bin facility expansion.
- Ongoing monitoring and maintenance plan for perpetual care closed landfill sites.
- Ongoing installation of landfill gas control and leachate control as legislated, as well as ongoing engineering, development and monitoring of the Green Lane landfill site.

Where the money goes:

2015 Budget by Service $370.8 Million

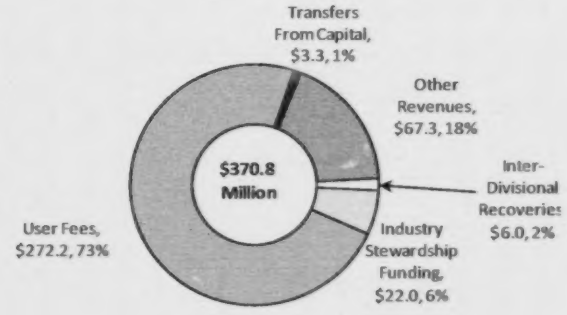

Processing & Transport, $119.9, 32%
City Beautification, $33.6, 9%
Education & Enforcement, $6.2, 2%
$370.8 Million
Residual Management, $95.1, 26%
Collection & Transfer, $115.9, 31%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source


Transfers From Capital, $3.3, 1%
Other Revenues, $67.3, 18%
$370.8 Million
Inter-Divisional Recoveries $6.0, 2%
User Fees, $272.2, 73%
Industry Stewardship Funding, $22.0, 6%

Our Key Challenges & Priority Actions

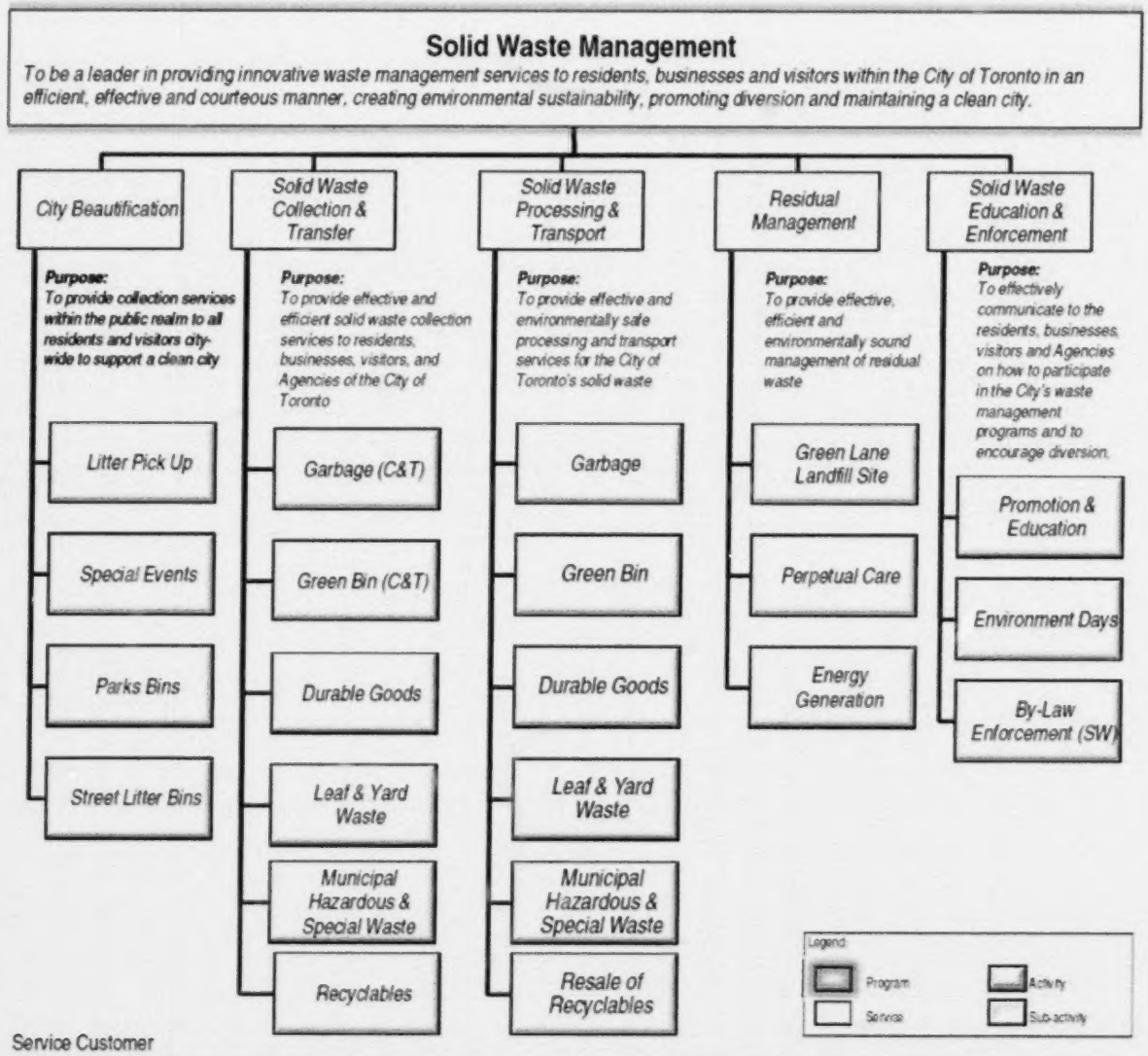
Moving toward 70% waste diversion and balancing this target with program sustainability. This is being addressed through:

- Developing a Long Term Waste Management Strategy that will re-establish the diversion target and guide future SWMS activities and investment in the City for the next 30 to 50 years.
- Continuation of efforts to fully include multi-residential buildings in the waste diversion plan to help achieve 70% Diversion.
- Seeking new sources of revenue and methods of revenue management including hedge funding.
- Fostering motivated and engaged employees.
- Providing research and education in Solid Waste Management
- Targeting exceptional customer service.
- Targeting operational excellence.
- Maintaining a sustainable utility.
- Being international leader in Solid Waste Management.

2015 Operating Budget Highlights

- The 2015 Operating Budget for SWMS is comprised of gross expenditures of $370.8 million, revenues of $370.8 million resulting in a zero net expenditure budget.
- Revenues for 2015 includes a user fee increase of 3%, implemented April 1, 2015 which equates to a 2.25% effective increase for 2015.
- The 2015 Operating Budget for SWMS maintains all service levels and includes 2 additional staff in contract and purchasing administration and 6 new project leads for the Waste Diversion Rate Waiver Program for Charities.

Program Map


Solid Waste Management
To be a leader in providing innovative waste management services to residents, businesses and visitors within the City of Toronto in an efficient, effective and courteous manner, creating environmental sustainability, promoting diversion and maintaining a clean city.
City Beautification
Purpose:
To provide collection services within the public realm to all residents and visitors city-wide to support a clean city
Litter Pick Up
Special Events
Parks Bins
Street Litter Bins
Solid Waste Collection & Transfer
Purpose:
To provide effective and efficient solid waste collection services to residents, businesses, visitors, and Agencies of the City of Toronto
Garbage (C&T)
Green Bin (C&T)
Durable Goods
Leaf & Yard Waste
Municipal Hazardous & Special Waste
Recyclables
Solid Waste Processing & Transport
Purpose:
To provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste
Garbage
Green Bin
Durable Goods
Leaf & Yard Waste
Municipal Hazardous & Special Waste
Resale of Recyclables
Residual Management
Purpose:
To provide effective, efficient and environmentally sound management of residual waste
Green Lane Landfill Site
Perpetual Care
Energy Generation
Solid Waste Education & Enforcement
Purpose:
To effectively communicate to the residents, businesses, visitors and Agencies on how to participate in the City's waste management programs and to encourage diversion.
Promotion & Education
Environment Days
By-Law Enforcement (SW)
Legend:
Program
Activity
Service
Sub-activity
Service Customer

City Beautification

- Public realm users
- Local businesses
- Local Communities

Solid Waste Collection & Transfer

- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- institutional/ ABCDs
- Recyclable material purchasers
- Contracted municipalities/ private sector disposal (Green Lane landfill).

Solid Waste Processing & Transport

- Solid Waste Service Providers

Residual Management

- Solid Waste Service Providers

Solid Waste Education & Enforcement

- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- Institutional/ ABCDs

Table 1
2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Projected Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
City Beautification											
Gross Expenditures	32,905.0	29,535.3	33,480.4	105.3	33,585.7	680.7	2.1%	(1,248.6)	(3.7%)	1,270.3	3.6%
Revenue	1,393.2	1,408.1	1,354.8		1,354.8	(38.3)	(2.8%)	0.0	0.0%		
Net Expenditures	31,511.9	28,127.2	32,125.6	105.3	32,230.9	719.0	2.3%	(1,248.6)	(3.9%)	1,270.3	3.8%
Solid Waste Collection & Transfer											
Gross Expenditures	111,170.1	109,849.0	115,073.4	855.2	115,928.6	4,758.5	4.3%	(3,592.4)	(3.1%)	3,769.3	3.1%
Revenue	267,384.9	271,961.6	274,020.9	247.7	274,268.5	6,883.6	2.6%	2,461.5	0.9%	1,378.6	0.5%
Net Expenditures	(156,214.9)	(162,112.6)	(158,947.5)	607.5	(158,340.0)	(2,125.1)	1.4%	(6,053.8)	3.8%	2,390.7	(1.5%)
Solid Waste Processing & Transport											
Gross Expenditures	113,620.7	109,891.2	119,852.5	88.6	119,941.1	6,320.3	5.6%	87.5	0.1%	(1,307.1)	(1.1%)
Revenue	42,084.9	45,286.4	47,392.7		47,392.7	5,307.8	12.6%	(1,083.1)	(2.3%)	0.0	0.0%
Net Expenditures	71,535.9	64,604.8	72,459.8	88.6	72,548.4	1,012.5	1.4%	1,170.6	1.6%	(1,307.1)	(1.8%)
Residual Management											
Gross Expenditures	90,293.6	91,155.1	95,039.9	66.0	95,105.9	4,812.3	5.3%	14.4	0.0%	118.1	0.1%
Revenue	43,147.7	42,594.5	47,769.1		47,769.1	4,621.4	10.7%	(0.0)	(0.0%)	(0.0)	(0.0%)
Net Expenditures	47,146.0	48,560.6	47,270.8	66.0	47,336.8	190.9	0.4%	14.4	0.0%	118.1	0.2%
Solid Waste Education & Enforcement											
Gross Expenditures	6,036.3	5,791.3	6,184.0	39.8	6,223.8	187.5	3.1%	7.3	0.1%	6.6	0.1%
Revenue	15.2	15.1				(15.2)	(100.0%)				
Net Expenditures	6,021.2	5,776.2	6,184.0	39.8	6,223.8	202.7	3.4%	7.3	0.1%	6.6	0.1%
Total											
Gross Expenditures	354,025.8	346,221.9	369,630.2	1,154.9	370,785.1	16,759.3	4.7%	(4,731.8)	(1.3%)	3,857.3	1.0%
Revenue	354,025.8	361,265.6	370,537.5	247.7	370,785.1	16,759.3	4.7%	1,378.4	0.4%	1,378.6	0.4%
Total Net Expenditures	-	(15,043.8)	(907.3)	907.3	0.0	0.0	-	(6,110.3)		2,478.7	100.0%
Approved Positions	1,102.7	993.7	1,100.7	8.0	1,108.7	6.0	0.5%				

The 2015 Operating Budget for SWMS of $370.785 million gross and $0 net represents a $16.759 million or 4.7% increase in gross expenditures (and revenues) from the SWMS 2014 Operating Budget of $354.025 million gross, with a 2015 Net Operating Budget that will remain unchanged from the 2014 Approved Net Budget.

- Base pressures of $35.596 million, as well as $0.907 million in net costs associated with an enhanced service have been fully offset by base expenditure reductions and base revenue increase.
- Base pressures are predominately driven by increases to contribution to reserves, debt charges, interdivisional charges and recoveries ($10 million); processing contracts increase ($6.7 million); and salary & benefits adjustments including a cola, progression pay and fringe benefit adjustments ($1.7 million).
- The base expenditure reductions and revenue increases utilized to offset these base budget pressures will result in an increase to SWMS rates of 3.0% as of April 1, 2015, which equates to a 2.25% effective rate increase for 2015.

The 2015 Operating Budget also includes funding of $1.155 million gross and $0.907 million net for New and Enhanced Services to administrate the Waste Diversion Rate Waiver Program for Charities, provide required contract administration and management of purchasing and increased service levels for litter volume during the Pan Am Games.

The 2016 and 2017 plans reflect changes to vehicle reserve contributions and the operating impact of capital. Also included is anticipated net revenue of $1.378 million each year. These revenue adjustments include the next phases of the harmonization of collection fees for City agencies, boards, commissions, divisions and schools with commercial fees. Also projected are anticipated user fee volume decreases.

Table 2

2015 Total New & Enhanced Service Priorities Summary

	New and Enhanced										Total Service Changes			Incremental Change			
	City Beautification		Solid Waste Collection & Transfer		Solid Waste Processing & Transport		Residual Management		Solid Waste Education & Enforcement		$	$	Position	2016 Plan		2017 Plan	
Description ($000s)	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities																	
Impact of 2015 Pan Am Games on Litter Operations	100.0	100.0									100.0	100.0					
Additional Staff in Contract Management			81.5	81.5	47.8	47.8	33.7	33.7			163.0	163.0	2.0				
Waste Diversion Rate Waiver Program for Charities	5.3	5.3	773.6	526.0	40.8	40.8	32.4	32.4	39.8	39.8	891.9	644.2	6.0				
Sub-Total	**105.3**	**105.3**	**855.2**	**607.5**	**88.6**	**88.6**	**66.0**	**66.0**	**39.8**	**39.8**	**1,154.9**	**907.3**	**8.0**				
Total	**105.3**	**105.3**	**855.2**	**607.5**	**88.6**	**88.6**	**66.0**	**66.0**	**39.8**	**39.8**	**1,154.9**	**907.3**	**8.0**				

Enhanced Service Priorities ($1.155 million gross & $0.907 million net)

Impact of 2015 Pan Am Games on Litter Operations

- As the 2015 Pan Am and Para Pan Am Games is expected to draw many visitors to Toronto, a resulting increase in litter volume is anticipated. It is expected that additional staff hours will be required to maintain the higher volume of litter generated by event attendees and visitors in the event areas. Additional funding of $0.100 million is required for overtime and shift bonus pay for supervisors and part-time staff to monitor and collect the litter at and near event sites.

Additional Staff in Contract Management

- Additional funding of $0.163 million for (2) two permanent staff (one Research Analyst and one Support Assistant) in Contract Management will provide required contract administration and management of SWMS purchasing activities.
- As a result of Solid Waste Management Services' (SWMS) reorganization in March 2013, the Operational Support Unit will now provide purchasing and undertake to process all invoices for payment for the entire division.

Waste Diversion Rate Waiver Program for Charities

- The Division is recommending a 100% Rate Waiver Program for Federally Registered Charities under the approved Non-Residential Rate Program. The program was approved in principal by the Public Works & Infrastructure Committee at their June 18, 2014 meeting and was adopted by City Council on July 8, 9, 10 and 11, 2014 to be considered as part of the 2015 Operating Budget process for implementation in April 2015. Operating costs are required in order to support program implementation.
- Additional funding of $0.892 million gross and $0.644 net is required (6) six permanent staff (Project Leads) in Collections Operations to conduct waste audits and administrate the Waste Diversion Rate Waiver program. This additional cost includes 6 required trucks and 1 Agency Review Officer to be hired by SDFA for the Waiver Program.
- The cost will be partially offset by the $0.248 million in estimated user fee revenue from clients that don't meet the waiver criteria.
- Under this enhanced service priority action, the approved organizations will complete a simplified applicant profile and provide valid Federal Charitable Registration Number and participate in annual compliance waste audit in order to qualify for Rate Waiver Program. All waste diversion programs will be provided free of charge.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Phase-in of ABCD & School Fee Harmonization		765.7	(765.7)	(0.2%)			765.7	(765.7)	(0.2%)	
Sub-Total		765.7	(765.7)	(0.2%)			765.7	(765.7)	(0.2%)	
Anticipated Impacts:										
User Fee Volume adjustments		612.7	(612.7)	(0.2%)			612.9	(612.9)	(0.2%)	
Contribution to Vehicle Reserve	(5,000.0)		(5,000.0)	(1.3%)		5,000.0		5,000.0	1.4%	
Operating impact of capital	268.2		268.2	0.1%		(1,142.7)		(1,142.7)	(0.3%)	
			-	0.0%				-	0.0%	
Sub-Total	(4,731.8)	612.7	(5,344.5)	(1.4%)		3,857.3	612.9	3,244.4	0.9%	
Total Incremental Impact	(4,731.8)	1,378.4	(6,110.3)	(1.6%)		3,857.3	1,378.6	2,478.6	0.7%	

Future year incremental costs are primarily attributable to the following:

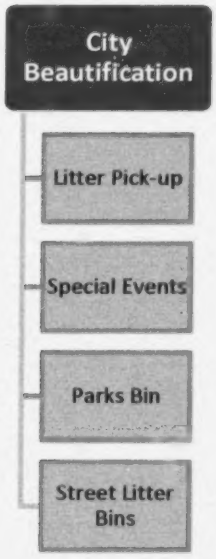
Known Impacts

- *ABCD & School Fee Harmonization*: The ongoing phase-in of harmonized waste fees for ABCDs and Schools of 25% per year will result in incremental revenue of $0.766 million in 2016 and in 2017.
- Cost of Living Adjustments (COLA) for Local 416 and 79 have not been included in 2016 and 2017 as they are subject to future contract negotiations.

Anticipated Impacts

- *SWMS User Fees Volume Adjustment*: Anticipated increases in Solid Waste Management user fee volumes will show an overall increase in revenue and decrease net expenditures by $0.613 million in 2016 and in 2017. It is estimated that in 2015, net user fee volumes will reflect a decrease in waste received from the City's front-end collection services due to fewer units while waste from the single family homes receiving the City's curbside collection services, RUAC bins, and multi-residential curbside collection will increase from 2015 through 2017.
- Contribution to the vehicle reserve for fleet replacement will be suspended for 2016 reflecting a decrease of $5 million and will resume in 2017 based on planned lifecycle replacement requirements of fleet vehicles.
- Operating impact of capital, as a result of the completion of capital projects for IT Application Improvements and Biogas Utilization is expected to increase by $0.268 million in 2016 and decrease by $1.143 million in 2017. The increases are respectively due to ongoing staff support as well as anticipated cost reductions.
- Additional costs are anticipated for 2016 and 2017, which have not been provided by SWMS. These include:
  - Progression pay, union step increases and associated fringe benefit impacts, estimated by the Financial Planning Division to be in the range of $0.900 million to $1.0 million; and
  - The annualized impact of the 2015 SWMS rate increase (as of April 1, 2015) estimated by Financial Planning to be $2.0 million.

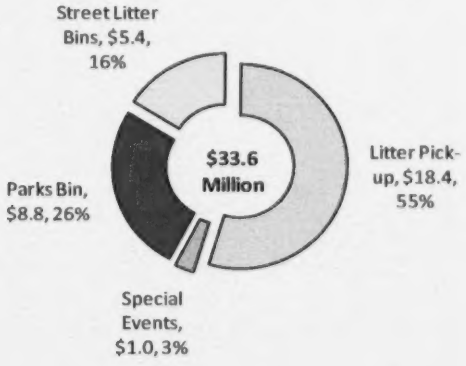
2015 Budget by Service: City Beautification



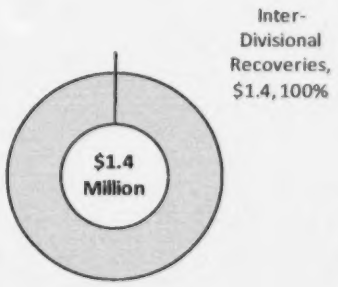
What we do

- Provide collection services within the public realm to all residents and visitors city-wide to support a clean city. The core activities include:
- Collection of Litter;
- Collection of Parks Garbage and Recycling Bins;
- Collection of Garbage and Recycling Bins within the Road Allowance;
- Collection of Special Events Garbage, Recycling and Litter.

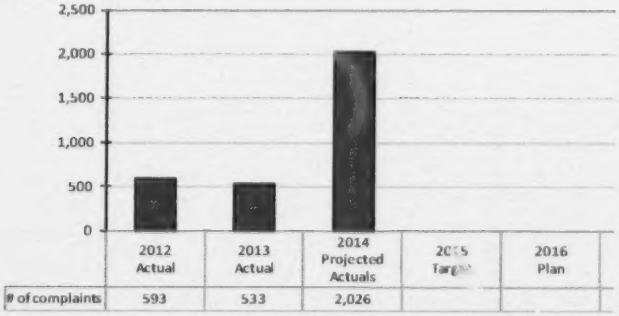
2015 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of street litter bin complaints for material overflow



- Street Litter Bin Complaints have increased for the following reasons:
  - Extreme cold and long winter in 2014 caused mechanical failure to collection vehicles
  - 2013 ice storm reduced access to streets for extended periods of time
  - Delays in filling staff positions
  - 17.5% increase in bins

2015 Service Levels

City Beautification

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	Approved Service Levels 2015
Litter Pick-up	Residual Waste	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Litter Pick-up	Single Stream Recycling	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Parks Bin	Residual Waste	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Parks Bin	Single Stream Recycling	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Residual Waste	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Single Stream Recycling	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Special Events	Residual Waste	Approved	On Demand		On Demand	On Demand
Special Events	Single Stream Recycling	Approved	On Demand		On Demand	On Demand
Special Events	Organics	Approved	On Demand		On Demand	On Demand

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Litter Pick-up	20,415.5	18,404.3	(143.7)	18,260.6	(2,154.8)	(10.6%)	97.9	**18,358.5**	(2,057.0)	(10.1%)	(312.7)	(1.7%)	326.6	1.8%
Special Events	1,120.8	986.7	(7.3)	979.4	(141.5)	(12.6%)	5.7	**985.0**	(135.8)	(12.1%)	0.4	0.0%	0.3	0.0%
Parks Bin	8,210.1	9,040.5	(238.2)	8,802.3	592.2	7.2%	1.2	**8,803.5**	593.4	7.2%	(937.5)	(10.6%)	942.3	12.0%
Street Litter Bins	3,158.6	5,646.2	(208.1)	5,438.1	2,279.5	72.2%	0.6	**5,438.6**	2,280.0	72.2%	1.2	0.0%	1.1	0.0%
Total Gross Exp.	32,905.0	34,077.7	(597.3)	33,480.4	575.4	1.7%	105.3	**33,585.7**	680.7	2.1%	(1,248.6)	(3.7%)	1,270.3	3.8%
REVENUE														
Litter Pick-up														
Special Events														
Parks Bin														
Street Litter Bins	1,393.2	1,354.8		1,354.8	(38.3)	(2.8%)		**1,354.8**	(38.3)	(2.8%)				
Total Revenues	1,393.2	1,354.8		1,354.8	(38.3)	(2.8%)		**1,354.8**	(38.3)	(2.8%)				
NET EXP.														
Litter Pick-up	20,415.5	18,404.3	(143.7)	18,260.6	(2,154.8)	(10.6%)	97.9	**18,358.5**	(2,057.0)	(10.1%)	(312.7)	(1.7%)	326.6	1.8%
Special Events	1,120.8	986.7	(7.3)	979.4	(141.5)	(12.6%)	5.7	**985.0**	(135.8)	(12.1%)	0.4	0.0%	0.3	0.0%
Parks Bin	8,210.1	9,040.5	(238.2)	8,802.3	592.2	7.2%	1.2	**8,803.5**	593.4	7.2%	(937.5)	(10.6%)	942.3	12.0%
Street Litter Bins	1,765.5	4,291.4	(208.1)	4,083.3	2,317.8	131.3%	0.6	**4,083.8**	2,318.4	131.3%	1.2	0.0%	1.1	0.0%
Total Net Exp.	31,511.9	32,722.9	(597.3)	32,125.6	613.7	1.9%	105.3	**32,230.9**	719.0	2.3%	(1,248.6)	(3.9%)	1,270.3	3.9%
Approved Positions	280.3	280.3		280.3				**280.3**						

The 2015 Operating Budget for City Beautification of $33.586 million gross and $32.231 million net is $0.719 million or 2.3% above the 2014 Approved Net Budget.

The ***City Beautification Service*** promotes and supports a clean and beautiful city by providing collection services within the public realm to all residents and visitors city-wide. This is done by collection of litter, collection of garbage and recycling in Parks and from street bins within the Road Allowance. This service also provides garbage, recycling and litter collection at special events.

- Base budget pressures in the City Beautification service are primarily due to inflationary cost increases arising from the negotiated collective agreement for salaries and benefits totaling $0.687 million. Various other salary adjustments, including aligning salaries and benefits to actual

expenditures, re-aligning expenditure budgets between services and interdivisional charges also provides a net reduction of $1.153 million.

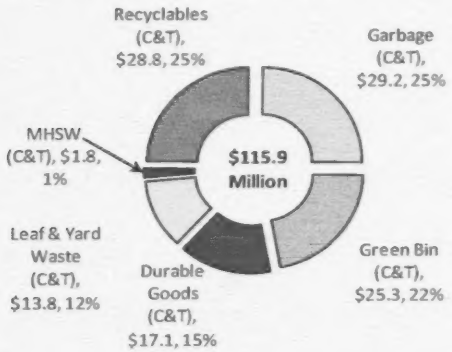
- Expenditures of $0.036 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further salary savings of $0.315 million have been realized as a result of a MOA with Local 416 regarding hours of work whereby a 4 day -10 hour/day work week will be maintained as well as implementation of a new collection operator classification.
- In 2015, this service will also reduce contributions to the Waste Management Reserve Fund by $0.246 million based on the Program's requirement to maintain a zero net expenditure operating budget.
- The 2015 Operating Budget for the City Beautification service includes funding for the following new and enhanced service priorities:
  - $0.100 million net to fund for additional litter collection due to the 2015 Pan Am Games. This funding is for overtime and shift premiums for supervisors and part-time staff to manage the increase in litter at event sites.
  - $0.005 million for costs related to the implementation of the Waste Diversion Rate Waiver program for qualified charities. As a qualified registered client, collection fees will be waived and with recycling and organics collection provided free of charge.

2015 Budget by Service: Solid Waste Collection & Transfer

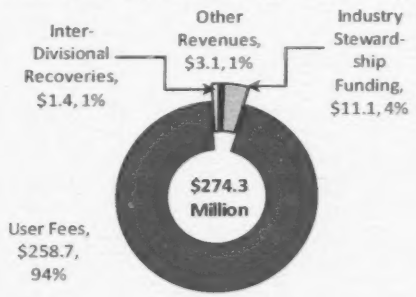
What we do

- Provide effective and efficient solid waste collection services to residents, businesses, visitors and ABCDs of the City of Toronto. The core activities include collection and transferring the following materials to our Transfer Stations:
- Green Bin Organics;
- Garbage;
- Recycling;
- Leaf & Yard Waste;
- Bulky Goods (includes furniture, electronics and white goods/metal materials); and,
- Municipal Hazardous & Special Waste (MHSW).

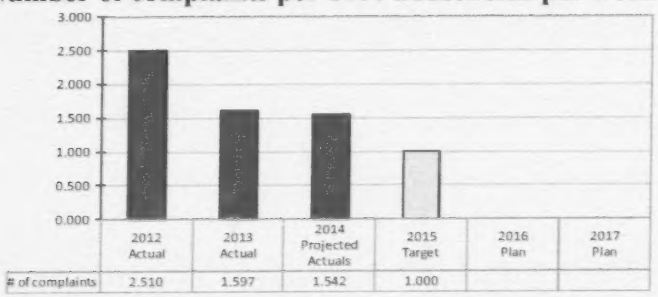
2015 Service Budget by Activity ($Ms)


Recyclables (C&T), $28.8, 25%
Garbage (C&T), $29.2, 25%
MHSW (C&T), $1.8, 1%
$115.9 Million
Leaf & Yard Waste (C&T), $13.8, 12%
Durable Goods (C&T), $17.1, 15%
Green Bin (C&T), $25.3, 22%

Service by Funding Source ($Ms)



Number of complaints per 1000 households per week



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of complaints	2.510	1.597	1.542	1.000		

- Projections for the # of complaints per 1000 households per week decreased from 2.51 in 2012 to 1.54 in 2014, a drop of 39%.
- The target for 2015 is 1 complaint per 1000 households. This rate is affected by both in-house staff and contracted collection

2015 Service Levels

Solid Waste Collection & Transfer

Activity	Sub-Activity/Type	Status	Approved Service Levels			Approved Service Levels
			2012	2013	2014	2015
Garbage (C&T)	Single Residential	Approved	1x /2wks		1x /2wks	1x /2wks
Garbage (C&T)	Multi Residential	Approved	2x /wk		2x /wk	**1x - 2x /wk**
Garbage (C&T)	Commercial	Approved	1x - 2x /wk		1x - 2x /wk	1x - 2x /wk
Green Bin (C&T)	Single Residential	Approved	1x /wk		1x /wk	1x /wk
Green Bin (C&T)	Multi Residential	Approved	1x /wk (where provided)		1x /wk (where provided)	1x /wk (where provided)
Green Bin (C&T)	Commercial	Approved	1x - 6x /wk		1x - 6x /wk	1x - 6x /wk
Durable Goods (C&T)	Single Residential	Approved	1x /2wks		1x /2wks	1x /2wks
Durable Goods (C&T)	Multi Residential	Approved	On Demand		On Demand	**1x /wk**
Leaf & Yard Waste (C&T)		Approved	1x /2wks (seasonal)		1x /2wks (seasonal)	1x /2wks (seasonal)
Municipal Hazardous & Special Waste (C&T)	Single Residential	Approved	On Demand		On Demand	On Demand
Municipal Hazardous & Special Waste (C&T)	Multi Residential	Approved	On Demand		On Demand	On Demand
Recyclables	Single Residential	Approved	1x /2wks		1x /2wks	1x /2wks
Recyclables	Multi Residential	Approved	1x - 2x /wk		1x - 2x /wk	1x - 2x /wk
Recyclables	Commercial	Approved	1x - 2x /wk		1x - 2x /wk	1x - 2x /wk

The 2015 Service Levels are generally consistent with the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level where required.

Multi-residential garbage collection will be available once or twice per week and durable goods collection will be available once per week instead of on-demand.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Garbage (C&T)	27,269.1	29,890.4	(849.9)	29,040.5	1,771.3	6.5%	165.7	**29,206.2**	1,937.0	7.1%	(1,963.9)	(6.7%)	2,018.5	7.4%
Green Bin (C&T)	24,549.4	25,747.3	(756.2)	24,991.0	441.7	1.8%	260.1	**25,251.2**	701.8	2.9%	14.8	0.1%	13.5	0.1%
Durable Goods (C&T)	17,059.1	17,501.5	(497.4)	17,004.1	(55.0)	(0.3%)	129.9	**17,134.0**	74.9	0.4%	12.7	0.1%	11.6	0.1%
Leaf & Yard Waste (C&T)	13,400.8	14,046.6	(418.0)	13,628.7	227.9	1.7%	121.9	**13,750.6**	349.8	2.6%	10.2	0.1%	9.3	0.1%
MHSW (C&T)	1,684.9	1,797.7	(52.3)	1,745.4	60.5	3.6%	25.7	**1,771.1**	86.2	5.1%	0.6	0.0%	0.6	0.0%
Recyclables (C&T)	27,206.8	29,454.5	(790.9)	28,663.7	1,456.9	5.4%	151.9	**28,815.6**	1,608.8	5.9%	(1,666.8)	(5.8%)	1,715.9	6.3%
Total Gross Exp.	111,170.1	118,438.1	(3,364.7)	115,073.4	3,903.3	3.5%	855.2	**115,928.6**	4,758.5	4.3%	(3,592.4)	(3.1%)	3,769.3	3.2%
REVENUE														
Garbage (C&T)	258,351.0	255,786.0	6,820.9	262,606.9	4,255.9	1.6%	247.7	**262,854.5**	4,503.5	1.7%	2,461.5	0.9%	1,378.6	0.5%
Green Bin (C&T)	4.1				(4.1)	(100.0%)			(4.1)	(100.0%)				
Durable Goods (C&T)	1.8				(1.8)	(100.0%)			(1.8)	(100.0%)				
Leaf & Yard Waste (C&T)	291.9	249.5	4.8	254.4	(37.5)	(12.9%)		**254.4**	(37.5)	(12.9%)	(0.0)	(0.0%)	0.0	0.0%
MHSW (C&T)	1.8				(1.8)	(100.0%)			(1.8)	(100.0%)				
Recyclables (C&T)	8,734.3	8,511.6	2,648.0	11,159.6	2,425.3	27.8%		**11,159.6**	2,425.3	27.8%	(0.0)	(0.0%)		
Total Revenues	267,384.9	264,547.2	9,473.7	274,020.9	6,635.9	2.5%	247.7	**274,268.5**	6,883.6	2.6%	2,461.5	0.9%	1,378.6	0.5%
NET EXP.														
Garbage (C&T)	(231,081.9)	(225,895.6)	(7,670.8)	(233,566.4)	(2,484.5)	1.1%	(82.0)	**(233,648.4)**	(2,566.5)	1.1%	(4,425.4)	1.9%	639.9	(0.3%)
Green Bin (C&T)	24,545.2	25,747.3	(756.2)	24,991.0	445.8	1.8%	260.1	**25,251.2**	705.9	2.9%	14.8	0.1%	13.5	0.1%
Durable Goods (C&T)	17,057.3	17,501.5	(497.4)	17,004.1	(53.2)	(0.3%)	129.9	**17,134.0**	76.7	0.4%	12.7	0.1%	11.6	0.1%
Leaf & Yard Waste (C&T)	13,108.8	13,797.1	(422.8)	13,374.3	265.4	2.0%	121.9	**13,496.2**	387.3	3.0%	10.2	0.1%	9.3	0.1%
MHSW (C&T)	1,683.2	1,797.7	(52.3)	1,745.4	62.2	3.7%	25.7	**1,771.1**	88.0	5.2%	0.6	0.0%	0.6	0.0%
Recyclables (C&T)	18,472.5	20,942.9	(3,438.9)	17,504.1	(968.4)	(5.2%)	151.9	**17,655.9**	(816.5)	(4.4%)	(1,666.8)	(9.4%)	1,715.9	10.7%
Total Net Exp.	(156,214.9)	(146,109.1)	(12,838.4)	(158,947.5)	(2,732.6)	1.7%	607.5	**(158,340.0)**	(2,125.1)	1.4%	(6,053.8)	3.8%	2,390.7	(1.5%)
Approved Positions	471.0	469.0		469.0	(2.0)	(0.4%)	8.0	**477.0**	6.0	1.3%				

The 2015 Operating Budget for Solid Waste Collection & Transfer of $115.929 million gross and $158.340 million net revenue is $2.125 million or 1.4% under the 2014 Approved Net Budget.

The ***Solid Waste Collection & Transfer Service*** provides for effective and efficient solid waste collection services to residents, businesses, visitors and agencies, boards, commissions and divisions (ABCDs) of the City of Toronto. Collection and transport to transfer stations is accomplished for organics, garbage, recycling, leaf & yard waste, durable goods (includes furniture, electronics and white goods/metal materials) and Municipal Hazardous or Special Waste (MHSW).

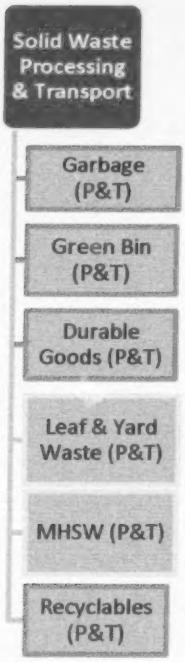
- Base budget pressures in the Collection & Transfer service are primarily due to inflationary cost increases arising from the negotiated collective agreement for salaries and benefits and various salary adjustments totaling $1.822 million, which are applied consistently across all activities relative to staffing levels. These re-alignments between services and expenditure categories have reduced net expenditures by $0.284 million.
- Expenditures of $0.363 million have been reduced based on line by line review of recent spending and considering future requirements.
- Further salary savings of $0.996 million have been realized as a result of a MOA with Local 416 regarding hours of work whereby a 4 day -10 hour/day work week will be maintained as well as implementation of a new collection operator classification consistent across all activities.
- In 2015, this service will also reduce contributions to the Waste Management Reserve Fund by $2.006 million based on spending requirements and the Program's requirement to maintain a zero net expenditure operating budget.
- The 2015 Operating Budget for the Collection service includes funding for the following new and enhanced service priorities applied to all activity areas of:

- $0.082 million net to fund (2) additional staff in contract management. Additional staff will serve multiple services within SWMS providing administration and monitoring of collection contracts and associated purchasing requirements.

- $0.526 million net for costs related to the implementation of the Waste Diversion Rate Waiver program for qualified charities. As a qualified registered client, collection fees will be waived and with recycling and organics collection provided free of charge. Net costs include (6) additional staff (Project Leads) to administer and conduct waste audits including required vehicles and equipment and vehicle maintenance costs.

- Base pressures within this service have been mitigated by an increase in revenue of $5.780 million due to a SWMS Rate and User Fee increase of 3% as of April 1, 2015 (2.25% effective).
- Funding increases of $2.648 million net revenue are also budgeted due to expanded categories and quantities of recyclables, more effective collection and required processing costs eligible for funding from Stewardship Ontario in conjunction with and on behalf of Waste Diversion Ontario (WDO).
- Revenue in 2015 is also anticipated to increase by $1.046 million due to the latest phase of ABCD & School Fee Harmonization. The ongoing harmonization of waste fees is being phased-in at 25% per year as approved by Council in July 2014.

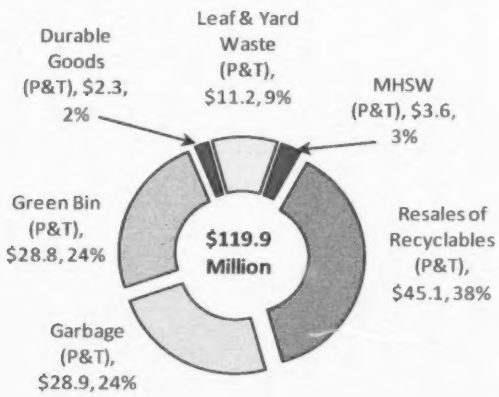
2015 Budget by Service: Solid Waste Processing & Transport



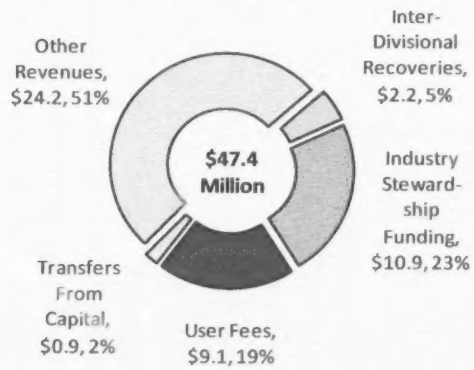
What we do

- Provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting the following materials:
- Green Bin Organics;
- Garbage;
- Recycling;
- Leaf & Yard Waste;
- Bulky Goods (includes furniture, electronics and white goods/metal materials);
- Municipal Hazardous & Special Waste (MHSW); and,
- In addition to processing and transport, revenue generation from sale of recyclable materials.

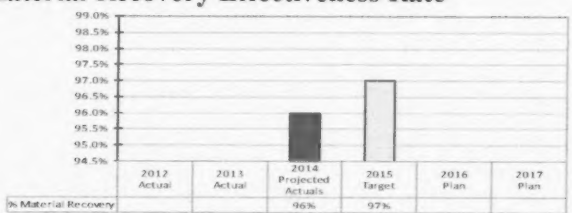
2015 Service Budget by Activity ($Ms)


Durable Goods (P&T), $2.3, 2%
Leaf & Yard Waste (P&T), $11.2, 9%
MHSW (P&T), $3.6, 3%
Green Bin (P&T), $28.8, 24%
$119.9 Million
Resales of Recyclables (P&T), $45.1, 38%
Garbage (P&T), $28.9, 24%

Service by Funding Source ($Ms)


Other Revenues, $24.2, 51%
Inter-Divisional Recoveries, $2.2, 5%
$47.4 Million
Industry Steward-ship Funding, $10.9, 23%
Transfers From Capital, $0.9, 2%
User Fees, $9.1, 19%

Material Recovery Effectiveness Rate



- Measure of Effectiveness of properly processing recyclables that are delivered to the Material Recovery Facility.
- The 2015 level of recovery is projected to be 97% or 1% higher than 2014 for all material recycled. The Program is currently reviewing projections for 2016/2017.

2015 Service Levels

Solid Waste Processing & Transport

Activity	Sub-Activity/Type	Status	Approved Service Levels			Approved Service Levels
			2012	2013	2014	2015
Residual Waste		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Organics (SSO)		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Durable Goods		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Leaf & Yard Waste		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Municipal Hazardous & Special Waste		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Resale of Recyclables		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Garbage (P&T)	27,050.2	31,049.1	(2,180.2)	28,868.9	1,818.7	6.7%	29.5	**28,898.5**	1,848.3	6.8%	17.8	0.1%	16.2	0.1%
Green Bin (P&T)	28,347.3	30,227.1	(1,457.6)	28,769.5	422.2	1.5%	21.5	**28,790.9**	443.6	1.6%	27.0	0.1%	(1,362.1)	(4.7%)
Durable Goods (P&T)	2,706.9	2,353.9	(44.3)	2,309.6	(397.3)	(14.7%)	4.5	**2,314.1**	(392.8)	(14.5%)	2.0	0.1%	1.8	0.1%
Leaf & Yard Waste (P&T)	11,801.4	11,711.8	(492.2)	11,219.6	(581.8)	(4.9%)	18.7	**11,238.3**	(563.0)	(4.8%)	9.8	0.1%	8.9	0.1%
MHSW (P&T)	3,586.2	3,674.5	(112.8)	3,561.7	(24.6)	(0.7%)	1.5	**3,563.2**	(23.1)	(0.6%)	3.2	0.1%	2.9	0.1%
Resales of Recyclables (P	40,128.7	47,274.3	(2,151.2)	45,123.2	4,994.5	12.4%	12.9	**45,136.1**	5,007.3	12.5%	27.6	0.1%	25.1	0.1%
Total Gross Exp.	113,620.7	126,290.8	(6,438.3)	119,852.5	6,231.7	5.5%	88.6	**119,941.1**	6,320.3	5.6%	87.5	0.1%	(1,307.1)	(1.1%)
REVENUE														
Garbage (P&T)	8,551.2	10,182.0	769.9	10,952.0	2,400.8	28.1%		**10,952.0**	2,400.8	28.1%	(980.8)	(9.0%)		
Green Bin (P&T)	127.6	123.5		123.5	(4.1)	(3.2%)		**123.5**	(4.1)	(3.2%)				
Durable Goods (P&T)	7.1	722.4		722.4	715.3	10080.0%		**722.4**	715.3	10080.0%			0.0	0.0%
Leaf & Yard Waste (P&T)	409.6	452.9	47.9	500.8	91.2	22.3%		**500.8**	91.2	22.3%	(56.6)	(11.3%)		
MHSW (P&T)	2,205.1	1,538.8		1,538.8	(666.3)	(30.2%)		**1,538.8**	(666.3)	(30.2%)	(0.0)	(0.0%)		
Resales of Recyclables (F	30,784.2	29,653.2	3,901.9	33,555.2	2,770.9	9.0%		**33,555.2**	2,770.9	9.0%	(45.7)	(0.1%)		
Total Revenues	42,084.9	42,672.9	4,719.8	47,392.7	5,307.8	12.6%		**47,392.7**	5,307.8	12.6%	(1,083.1)	(2.3%)	0.0	0.0%
NET EXP.														
Garbage (P&T)	18,499.0	20,867.1	(2,950.1)	17,916.9	(582.1)	(3.1%)	29.5	**17,946.5**	(552.5)	(3.0%)	998.6	5.6%	16.2	0.1%
Green Bin (P&T)	28,219.6	30,103.6	(1,457.6)	28,646.0	426.3	1.5%	21.5	**28,667.4**	447.8	1.6%	27.0	0.1%	(1,362.1)	(4.7%)
Durable Goods (P&T)	2,699.8	1,631.5	(44.3)	1,587.2	(1,112.6)	(41.2%)	4.5	**1,591.7**	(1,108.2)	(41.0%)	2.0	0.1%	1.8	0.1%
Leaf & Yard Waste (P&T)	11,391.8	11,258.9	(540.1)	10,718.8	(673.0)	(5.9%)	18.7	**10,737.6**	(654.2)	(5.7%)	66.3	0.6%	8.9	0.1%
MHSW (P&T)	1,381.1	2,135.7	(112.8)	2,022.9	641.8	46.5%	1.5	**2,024.4**	643.3	46.6%	3.2	0.2%	2.9	0.1%
Resales of Recyclables (F	9,344.5	17,621.1	(6,053.1)	11,568.0	2,223.5	23.8%	12.9	**11,580.9**	2,236.4	23.9%	73.4	0.6%	25.1	0.2%
Total Net Exp.	71,535.9	83,617.9	(11,158.1)	72,459.8	923.9	1.3%	88.6	**72,548.4**	1,012.5	1.4%	1,170.6	1.6%	(1,307.1)	(1.8%)
Approved Positions	299.0	299.0		299.0				**299.0**						

The 2015 Operating Budget for Solid Waste Processing & Transport of $119.941 million gross and $72.548 million net is $1.013 million or 1.4% over the 2014 Approved Net Budget.

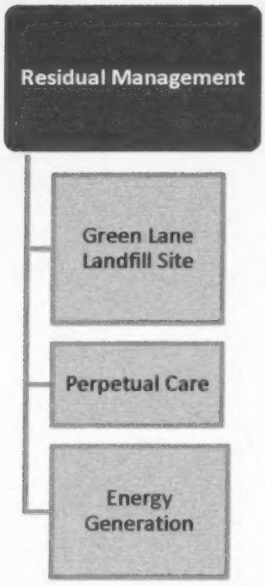
The ***Solid Waste Processing & Transport Service*** provides effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting Green Bin Organics, garbage, recycling, leaf & yard waste, durable goods (includes furniture, electronics and white goods/metal materials) and Municipal Hazardous & Special Waste (MHSW). This service also provides revenue from sale of recyclable materials.

- Base budget pressures in the Processing & Transport service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits and other salary adjustments totaling $0.796 million. Various other adjustments, including aligning salaries and benefits to actual expenditures and a reduction in property taxes for transfer stations provide a net reduction of $0.894 million net.
- Other pressures in 2015 include $6.7 million cost increase due to processing contract increases in volume and price, Green Lane operations cost increase of $3.8 million based on increased tonnage and increased interdivisional charges of $1.6 million.
- To help partially mitigate these base pressures, the service was able to achieve line by line reductions based on experience of $0.713 million as determined by reviewing recent spending and future requirements.
- The service will also reduce contributions to the Waste Management and Perpetual Care reserve funds by a total of $5.726 million based on spending requirements and the Program's requirement to maintain a zero net expenditure operating budget.
- The 2015 Operating Budget for the Processing service includes funding for the following new and enhanced service priorities:

- $0.048 million net to fund (2) additional staff in contract management. Additional staff will serve multiple services within SWMS providing administration and monitoring of processing contracts and associated purchasing requirements.
- $0.041 million net for costs related to the implementation of the Waste Diversion Rate Waiver program for qualified charities.

- Base pressures within this service have been mitigated by an increase in revenue of $0.249 million due to a SWMS Rates & User Fees increase of 3% as of April 1, 2015 (2.25% effective for 2015).
- Additional revenue totaling $2.119 million is expected due to be generated by an increase in volume for transfer station drop and load fees paid by third parties and increased volumes of residual waste from contracted processors who dispose of this waste through SWMS.
- Funding increases of $2.352 million net revenue are also budgeted due to expanded categories and quantities of recyclables and costs eligible for funding from Stewardship Ontario.

2015 Budget by Service: Residual Management

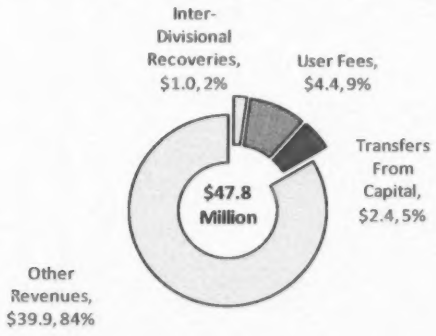


What we do

- Provide effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include:
- Operating the Green Lane landfill site;
- Energy Generation from landfill gas and biogas;
- Perpetual Care of former landfill sites.

2015 Service Budget by Activity ($Ms)

Service by Funding Source ($Ms)



Number of metric tonnes of waste landfilled

	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of tonnes	501,954	525,657	535,982			

- In 2014, tonnage increased by 2% to 535,982 tonnes.
- Tonnages have increased for the following reasons:
  - Increased Green Bin residue due to increased in-house processing
  - Increased commercial waste at transfer stations
  - Increased material from ABCDs

2015 Service Levels

Residual Management

Activity	Sub-Activity/Type	Status	Approved Service Levels			Approved Service Levels
			2012	2013	2014	2015
Green Lane Landfill Site		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Perpetual Care		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Energy Generation		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Green Lane Landfill Site	79,284.9	95,564.7	(13,187.9)	82,376.8	3,091.9	3.9%	50.7	**82,427.5**	3,142.6	4.0%	59.4	0.1%	54.0	0.1%
Perpetual Care	10,805.6	10,847.3	1,614.7	12,462.0	1,656.4	15.3%	15.2	**12,477.2**	1,671.7	15.5%	(45.1)	(0.4%)	64.0	0.5%
Energy Generation	203.2	204.8	(3.6)	201.1	(2.1)	(1.0%)	0.1	**201.2**	(2.0)	(1.0%)	0.2	0.1%	0.1	0.1%
Total Gross Exp.	90,293.6	106,616.8	(11,576.8)	95,039.9	4,746.3	5.3%	66.0	**95,105.9**	4,812.3	5.3%	14.4	0.0%	118.1	0.1%
REVENUE														
Green Lane Landfill Site	39,962.7	44,514.0	71.8	44,585.9	4,623.2	11.6%		**44,585.9**	4,623.2	11.6%				
Perpetual Care	2,315.0	2,313.2		2,313.2	(1.8)	(0.1%)		**2,313.2**	(1.8)	(0.1%)				
Energy Generation	870.0	870.0		870.0				**870.0**						
Total Revenues	43,147.7	47,697.2	71.8	47,769.1	4,621.4	10.7%		**47,769.1**	4,621.4	10.7%				
NET EXP.														
Green Lane Landfill Site	39,322.2	51,050.7	(13,259.8)	37,790.9	(1,531.3)	(3.9%)	50.7	**37,841.6**	(1,480.6)	(3.8%)	59.4	0.2%	54.0	0.1%
Perpetual Care	8,490.6	8,534.1	1,614.7	10,148.8	1,658.2	19.5%	15.2	**10,164.0**	1,673.4	19.7%	(45.1)	(0.4%)	64.0	0.6%
Energy Generation	(666.8)	(665.2)	(3.6)	(668.9)	(2.1)	0.3%	0.1	**(668.8)**	(2.0)	0.3%	0.2	(0.0%)	0.1	(0.0%)
Total Net Exp.	47,146.0	58,919.5	(11,648.7)	47,270.8	124.9	0.3%	66.0	**47,336.8**	190.9	0.4%	14.4	0.0%	118.1	
Approved Positions	39.9	39.9		39.9				**39.9**						

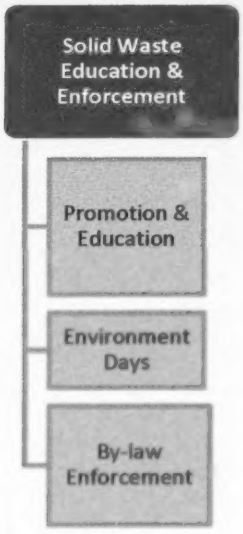
The 2015 Operating Budget for Residual Management of $95.106 million gross and $47.337 million net is $0.191 million or 0.4% over the 2014 Approved Net Budget.

The ***Residual Management Service*** provides effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include operating the Green Lane landfill site including engineering, monitoring, development and maintenance of waste cells. The service is also proceeding with development of Energy Generation Facilities to utilize landfill gas and biogas and continues to provide Perpetual Care of closed landfill sites including site and systems maintenance.

- Base budget pressures in the Residual Management service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits as well as other salary adjustments totaling $0.092 million. Transfer station property tax reductions will result in net savings of $0.095 million net.

- Base pressures also include the annual adjusted payment for disposal of City of Toronto waste in order to maintain Green Lane Landfill operations at zero net expenditure. The amount for 2015 is $14.923 million and is based on waste tonnage and price per tonne estimates. This is partially offset by a revenue increase of $4.551 million from Green Lane operations.
- Reserve fund contributions for Perpetual Care from Residual Management will increase by $1.832 million in 2015. When combined with a reduction in contribution of $3.832 million from Processing & Transport, an overall reduction of contributions to the Perpetual Care Reserve fund will be $2 million for 2015. This is based on readiness to proceed and spending requirements for capital projects.
- In order to mitigate these base pressures, the service will achieve net savings totaling $13.481 million. This amount includes $11.9 million as a result of not sending waste to alternate Ontario landfills, a reduction to reserve funding contributions of $1.5 million, user fee revenue increases of $0.072 million and line by line review savings of $0.024 million net to reflect actual experience.
- The 2015 Operating Budget for Residual Management includes funding for new and enhanced service priorities for additional staff in contract management ($0.032 million net) and for additional staff and equipment for the Waste Diversion Rate Program ($0.034 million net).

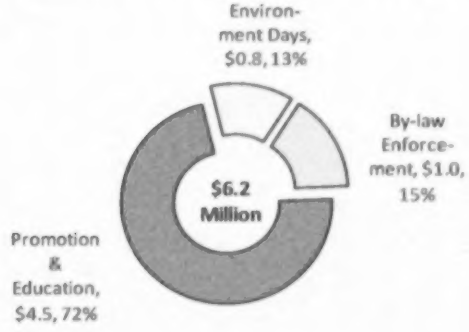
2015 Budget by Service: Solid Waste Education & Enforcement



What we do

- Effectively communicate to the residents, businesses, visitors and Agencies and Corporations on how to participate in the City's waste management programs and to encourage diversion. The core activities include:
- By-Law Enforcement;
- Community Environment Days;
- Promotion and Education.

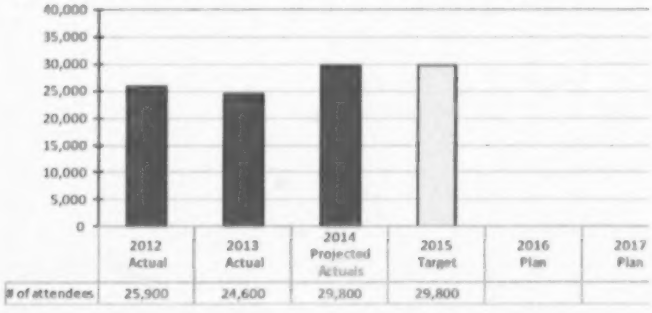
2015 Service Budget by Activity ($Ms)



Service by Funding Source

Offset funding from user fees is carried by other services within SWMS.

Number of attendees to all environment days



- In 2014, the # of attendees is projected to increase by 21% to 29,800.
- This level of participation is expected to remain stable for 2015. The number of Environment Days will increase to 45 in 2015 with an additional event planned. The Program is currently reviewing projections for 2016/2017.

2015 Service Levels

Solid Waste Education & Enforcement

Activity	Sub-Activity/Type	Status	Approved Service Levels			Approved Service Level
			2012	2013	2014	2015
Promotion & Education	Calendars	Approved	Issue calendars to 100% of the households within 3 months		Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months
Promotion & Education	Website	Approved	80% of information content updated in advance of a change to a program		80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program
Promotion & Education	Advertised Campaign	Approved	100% on schedule/ on budget for each campaign		100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	Printed Material	Approved	100% on schedule/ on budget for each campaign		100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	3R Ambassadors	Approved	170 volunteers recruited		170 volunteers recruited	**400 volunteers recruited**
Environment Days	Household Hazardous Waste	Approved	44 events		44 events	**44-45 events**
Environment Days	Electronic Waste	Approved	44 events		44 events	**44-45 events**
Environment Days	Re-Use/Donations	Approved	44 events		44 events	**44-45 events**
By-law Enforcement (SW)	By-Law Amendment	Approved	Annually or as required		Annually or as required	Annually or as required
By-law Enforcement (SW)	By-Law Complaints	Approved	Enforcement as required		Enforcement as required	Enforcement as required
By-law Enforcement (SW)	Proactive By-Law Enforcement	Approved	Daily		Daily	Daily

The 2015 Service Levels are generally consistent with the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level as required.

Recruitment of volunteers for the 3R Ambassadors program will increase from 170 to 400 positions in order to allow for more multi-residential promotion and education of waste diversion principles.

Environment Days will now be managed so that 44 or 45 days will be planned as required.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Promotion & Education	4,104.0	4,566.1	(101.9)	4,464.2	360.1	8.8%	2.2	**4,466.3**	362.3	8.8%	4.6	0.1%	4.2	0.1%
Environment Days	815.8	814.8	(24.0)	790.8	(25.0)	(3.1%)	0.2	**791.0**	(24.8)	(3.0%)	0.3	0.0%	0.3	0.0%
By-law Enforcement	1,116.5	1,064.3	(135.3)	929.0	(187.5)	(16.8%)	37.5	**966.5**	(150.0)	(13.4%)	2.3	0.2%	2.1	0.2%
Total Gross Exp.	6,036.3	6,445.2	(261.2)	6,184.0	147.7	2.4%	39.8	**6,223.8**	187.5	3.1%	7.3	0.1%	6.6	0.1%
REVENUE														
Promotion & Education														
Environment Days	15.2				(15.2)	(100.0%)			(15.2)	(100.0%)				
By-law Enforcement														
Total Revenues	15.2				(15.2)	(100.0%)			(15.2)	(100.0%)				
NET EXP.														
Promotion & Education	4,104.0	4,566.1	(101.9)	4,464.2	360.1	8.8%	2.2	**4,466.3**	362.3	8.8%	4.6	0.1%	4.2	0.1%
Environment Days	800.6	814.8	(24.0)	790.8	(9.8)	(1.2%)	0.2	**791.0**	(9.6)	(1.2%)	0.3	0.0%	0.3	0.0%
By-law Enforcement	1,116.5	1,064.3	(135.3)	929.0	(187.5)	(16.8%)	37.5	**966.5**	(150.0)	(13.4%)	2.3	0.2%	2.1	0.2%
Total Net Exp.	6,021.2	6,445.2	(261.2)	6,184.0	162.9	2.7%	39.8	**6,223.8**	202.7	3.4%	7.3	0.1%	6.6	0.1%
Approved Positions	12.5	12.5		12.5				**12.5**						

The 2015 Operating Base Budget for Solid Waste Education & Enforcement of $6.223 million gross and net is $0.203 million or 3.4% over the 2014 Approved Net Budget.

The ***Solid Waste Education & Enforcement Service*** provides effective communications to the residents, business, visitors and Agencies and Corporations on how to participate in the City's waste management programs and encourages diversion. This is achieved through rigorous By-Law Enforcement, sponsoring Community Environment Days and promotion and education about waste diversion principles and practices.

- Base budget pressures in the Education & Enforcement service total $0.315 million and primarily include re-alignment of budget between SWMS services of $0.167 million, partial cost of $0.056 million for the customer service review implementation, additional capital debt charges of $0.038 million for unfinanced capital and inflationary adjustments to non-labour expenses including interdivisional charges and revenue adjustments of $0.049 million.
- To help partially mitigate the base pressures, the service was able to achieve line by line review savings of $0.104 million net to reflect actual experience and reduced contributions to reserve funds by $0.157 million.
- The 2015 Operating Budget for the Education & Enforcement service also includes funding of $0.040 million net for the new and enhanced service priority for additional staff and equipment for the Waste Diversion Rate Program for Charities.

Solid Waste Management Services

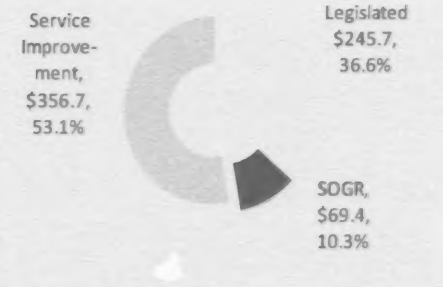
2015 – 2024 Capital Budget and Plan Overview

Solid Waste Management Services (SWMS) maintains infrastructure valued at $509 million for 2015 (amount excluding landfills), comprised of 7 transfer stations, 1 material recycling facility, 2 organics (SSO) processing facilities, 5 collection yards and an approximate distribution of 1.6 million organics, recycling and waste bins. Landfills include 1 active (Green Lane) and 160 closed landfills

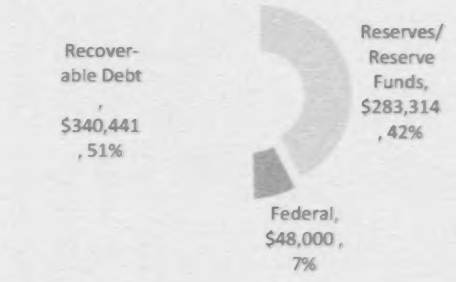
The 2015-2024 Capital Plan totaling $671.755 million focuses on funding major diversion facilities to advance the City's goal of 70% Waste Diversion by investing in facilities and systems necessary to achieve this target as well as to continue Collection Yard and Transfer Station Asset Management and Perpetual Care of closed landfills.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

The 2014 residential diversion rates expected to be achieved by year end are:

- Overall residential diversion – increase from 53% to 54%.
- Single-family residential – increase from 67% to 68%.
- Multi-residential – increase from 26% to 29%.

Directly contributed to increasing the multi-residential diversion rate in 2014 through the:

- Continued provision of in-unit recycling containers to increase the recovery of recyclable material in multi-residential buildings.
- Roll-out of Front end organics containers to multi-residential buildings.
- Initiated Long Term Waste Management Strategy which includes possible future facility:
  - Stakeholder & Public Consultation Plan
  - Phase 1 Communications Plan
  - Vendor Days
  - Strategic Advisory Group Meetings
- Initiated Long Term Business Plan and Perpetual Care Assessment Report for the Green Lane Landfill.
- Issued RFPs for:
  - Dufferin SSO facility expansion – Design, Build, Operate, and Maintain
  - Green Bin 2.0
  - Asset Management Framework
- Continued expansion of public space litter / recycle bins along streetscapes and in parks.
- Commissioned Disco Road Organic Processing Facility which is fully operational.
- Initiated Biogas Utilization project at Disco Road Organics composting facility.

Key Challenges & Priority Actions

70% Waste Diversion - The SWMS' capital program is driven primarily by the City's objective to achieve the 70% waste diversion target.

- ✓ SWMS is developing a Long Term Waste Management Strategy that will guide how the City's waste will be managed over the next 30 – 50 years.
- ✓ The 2015 – 2024 Capital Budget and Plan includes $1.8 million for a study for the *Long Term Waste Management Strategy* as well as $192.0 million to implement the strategy, once approved by Council.

Long-Term Reserve Funding - To continue to reduce the reliance on recoverable debt, sustainable contributions to the Waste Management Reserve Fund would have to be made based on user fees having modest annual increases in the range of 3.5%.

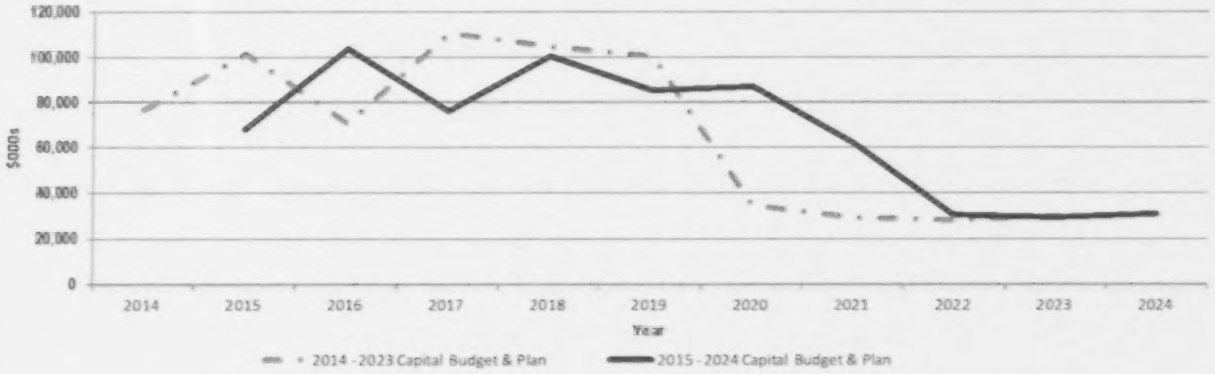
- ✓ A multi-year fee/rate strategy will be developed for Council's consideration that will account for Council's decision on the *Long Term Waste Management Strategy*, with the aim to ultimately eliminate the use of recoverable debt while maintaining the sustainability of the capital program in addition to the operation of the utility.

2015 Capital Budget Highlights

The 2015 Capital Budget for SWMS of $76.0 million, including carry forward funding, will:

- Continue improving *Diversion Systems* with purchased multi-unit residential SSO containers and recycling upgrades and the replacement of single family next generation SSO containers & waste / recycling containers ($16.4 million);
- Continue building Source Separated Organics processing capacity at the Dufferin ($9.3 million) and maintenance of the Dufferin recycling facility ($1.1 million);
- Continue developing the Green Lane Landfill ($15.4 million) and providing Perpetual Care of Old Landfills including control systems ($8 million);
- Continue work on both internal SWMS and Corporate IT initiatives to improve business process and service delivery ($4.3 million);
- Continue consultant study on the Long Term Waste Management Strategy ($1.5 million).

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	76,477	101,463	70,717	110,748	104,572	100,227	34,512	29,280	28,258	29,859		**686,113**
2015 - 2024 Capital Budget & Plan		67,924	103,277	75,843	100,144	85,269	86,897	61,838	30,455	29,289	30,819	671,755
Change %		(33.1%)	46.0%	(31.5%)	(4.2%)	(14.9%)	151.8%	111.2%	7.8%	(1.9%)		(2.1%)
Change $		(33,539)	32,560	(34,905)	(4,428)	(14,958)	52,385	32,558	2,197	(570)		(14,358)

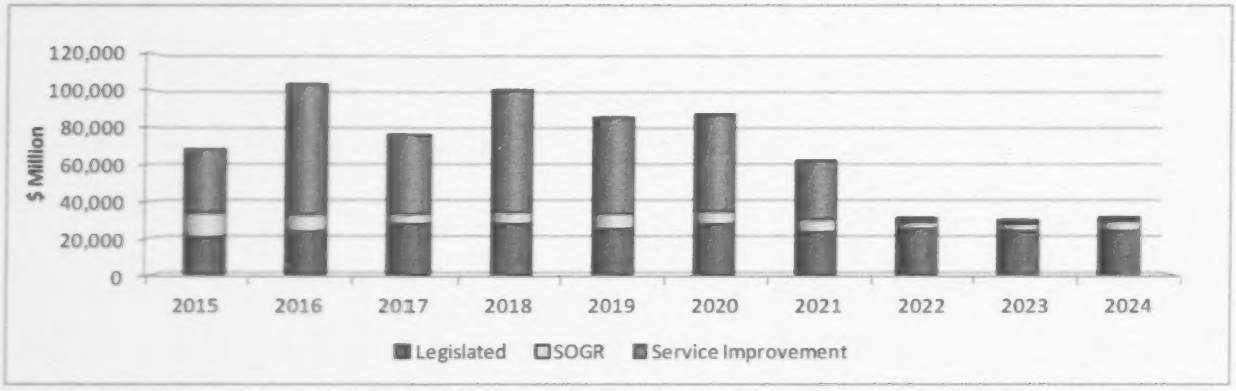
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Perpetual Care of Landfills		4,666	9,249	9,942	8,425	8,144	8,064	8,165	8,272	8,731	8,731	**82,389**	
Landfill Development		15,314	14,152	17,617	19,072	16,584	19,282	14,950	16,674	14,814	14,814	**163,272**	
Sub-Total		**19,980**	**23,401**	**27,559**	**27,497**	**24,728**	**27,346**	**23,115**	**24,946**	**23,545**	**23,545**	**245,661**	
State of Good Repair													
Transfer Stn Asset Mgmt		12,615	8,107	3,950	4,395	6,345	5,005	5,005	1,545	2,115	3,605	**52,687**	
Diversion Facility Asset Mgmt		500	750	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	**12,750**	
Collection Yd Asset Mgmt		400	400	400	400	400	400	400	400	400	400	**4,000**	
Sub-Total		**13,515**	**9,257**	**5,350**	**6,295**	**8,245**	**6,905**	**6,905**	**3,445**	**4,015**	**5,505**	**69,437**	
Service Improvements													
Diversion Systems		14,077	22,228	2,297	1,574	1,610	1,645	1,710	1,692	1,729	1,769	**50,331**	
Biogas Utilization	12,000	2,035	4,000	2,300	2,500							**10,835**	13,800
Green Lane Landfill Gas Utilizat	35,000	441	1,350	9,000	9,000							**19,791**	20,000
Reuse Centre-Future Site	10,484	500	1,000	3,500								**5,000**	10,484
Dufferin SSRM Facility	19,423	1,135	1,500									**2,635**	4,427
Dufferin SSO	44,824	9,300	32,074	10,266		155						**51,950**	54,271
SWM IT Application Initiatives	7,941	718	2,756	3,005	1,241	325	653	108	372			**9,178**	9,877
IT Corporate Initiatives	896	2,522	2,820	2,567	1,882	207	348					**10,346**	8,501
Two Way Radio Replacement		2,235										**2,235**	2,235
SWM Long Term Strategy Plan	3,798	1,465	891									**2,356**	3,798
Long Term Strategy Facility TBD			2,000	10,000	50,000	50,000	50,000	30,000				**192,000**	192,000
Sub-Total	**134,366**	**34,429**	**70,619**	**42,935**	**66,352**	**52,297**	**52,646**	**31,818**	**2,064**	**1,729**	**1,769**	**356,657**	**319,392**
Total Expenditures by Category	**134,366**	**67,924**	**103,277**	**75,843**	**100,144**	**85,269**	**86,897**	**61,838**	**30,455**	**29,289**	**30,819**	**671,755**	**319,392**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (e.g. Transfer Station Asset Management projects)*

Chart 2
2015 – 2024 Capital Plan by Project Category (In $000s)



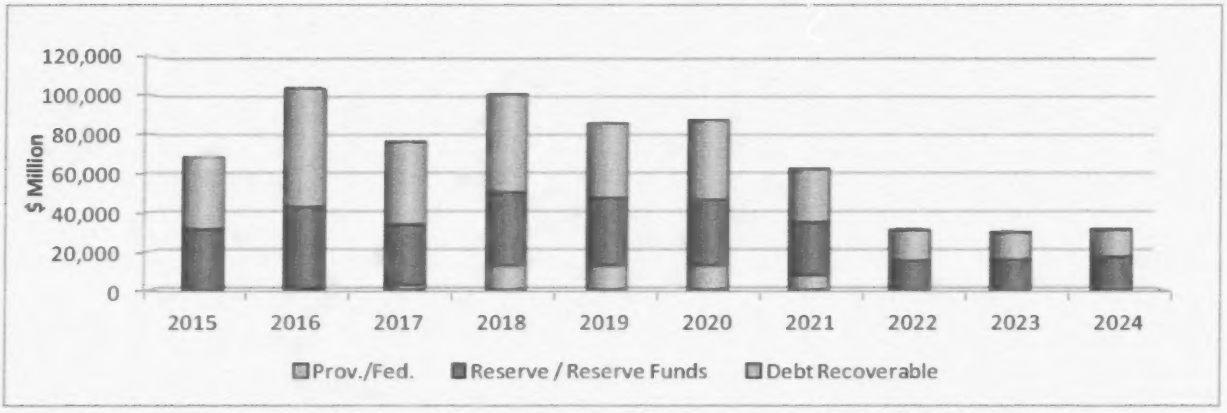
As illustrated in the chart above, the 10-Year Capital Plan for Solid Waste Management of $671.755 million predominately provides funding for Service Improvement projects, which represent 53.1% of total funding or $356.7 million over the 10-year period.

- The level of funding for Service Improvement projects is consistent with SWMS' objective to achieve 70% waste diversion and manage the City's waste, recycling and organics program requirements. Funding during the period 2016 to 2021 is primarily driven by the development of a

Long Term Waste Management Facility which is now being reviewed as part of the Long Term Waste Management Strategy.

- Legislated projects account for 36.6% of total funding or $245.7 million, with these projects directed at achieving the on-going legislated and statue-based obligations related to the City's current and former landfills. The annual funding for Legislated projects is relatively consistent over the 10-Year Plan for on-going development of Green Lane and maintenance at old landfills.
- State-of-Good Repair projects comprise the remaining 10.2% of the plan of $69.4 million. This category consists of spending for Diversion Facility, Collection Yard and Transfer Station asset management and maintenance.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $671.755 million will be financed through recoverable debt, Reserve / Reserve funds and aniticpated Federal Subsidies. With the anticipated completion of all major diversion facilites by 2021, required funding begins to decline in the last four years of the Capital Plan. Future requirements will also be dependent on the outcome of the long term study.

- Recoverable Debt accounts for $340.441 million or 50.7% of the financing for the 10-Year Capital Plan. Debt guidelines are not provided for SWMS as debt is recoverable from user fees with repayment of the debt servicing costs funded in SWMS annual Operating Budget.
- Reserve Funds constitute $283.314 million or 42.2% of required funding over 10 years. Compared to previous Capital Plans, reserve funding has gradually increased as the intention is to fund a greater percentage of projects with this funding source.
- Reliance on recoverable debt will reduce as the Program continues to fund more projects from the Waste Management Reserve Fund. This reserve fund is dependent on on-going operating contributions.
- Federal Subsidies represent $48 million or 7.1% of required funding over 10 years. Funding is estimated for the Long Term Waste Management Facility at 25% of total project cost and falls within the guideline for federal infrastructure funding.

- This federal funding source is conditional and may change following the results of an external evaluation and subsequent upcoming Council decisions regarding the Long Term Waste Management Strategy.

Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Pos.	$000s	Pos.	$000s	Pos.	$000s	Pos.	$000s	Pos.	$000s	Pos.	$000s	Pos.
Previously Approved														
Green Lane - Landfill Gas Utilization							(1,668)		(838)		(2,506)		(2,791)	
Biogas Utilization - Dufferin and Disco SSO					(1,432)		(35)		(1,200)		(2,667)		(3,016)	
Disco SSO Processing Facilities			(34)		(44)		(44)				(122)		(122)	
IT Short Term App Improvements - 2014			117								117		117	
IT Stakeholder-Cust Relation Mgmt-2014			74								74		74	
IT Transfer Station Efficiencies-2014	20				32		82		82		216		216	
IT Work Mgmtt System Implement.- 2014			86								86		86	
New Projects - 2015														
IT Electronic Doc & Records Mgmt -2015					52						52		52	
IT Work Mgmt System Implement.- 2015					86		180				266		266	
New Projects - Future Years														
IT Contract Management -2015					46						46		46	
IT Business Systems Integration	2				117						119		119	
IT Revenue Forecasting -2015			25								25		25	
Total (Net)	**22**		**268**		**(1,143)**		**(1,485)**		**(1,956)**		**(4,294)**		**(4,928)**	

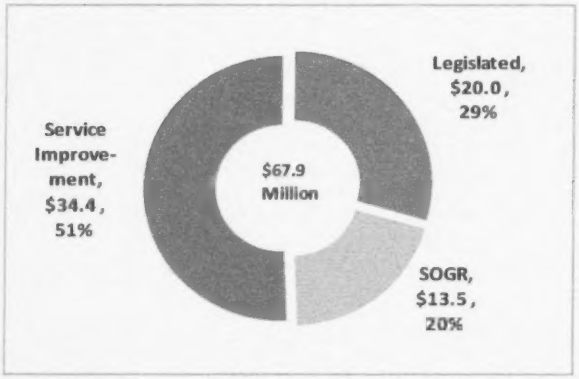
The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $4.928 million net over the 2015 – 2024 period as shown in the table above. This is mainly comprised of operating impacts from the following major projects once completed:

- **Green Lane Landfill Gas Utilization:**
  - The City's Green Lane Landfill generates combustible landfill gas and has a system to collect and flare this gas in accordance with the requirements of the permit issued under the Environmental Protection Act.
  - The landfill gas can be utilized as a source of renewable energy to provide an economic benefit to the City. The purpose of this project is to create the capability to convert landfill gas into a renewable energy product, either as electricity or as renewable natural gas and to transport the energy product to a location where it can be connected and supplied to the local energy distribution grid.
  - The sale of the upgraded gas will achieve a favourable return on the initial capital investment of $20 million and will generate a revenue stream over a 20 - 30 year period that will help offset the cost of developing and operating the landfill. By 2024, the estimated incremental operating cost of $4.4 million is offset by estimated revenue of $7.2 million resulting in net operating revenue of $2.8 million.
- **Biogas Utilization:**
  - The City's organics processing facilities at the Dufferin Waste Management Facility and Disco Road transfer station generate combustible biogas through anaerobic digestion. The biogas can be similarly utilized as a source of renewable energy to provide an economic benefit to the City.

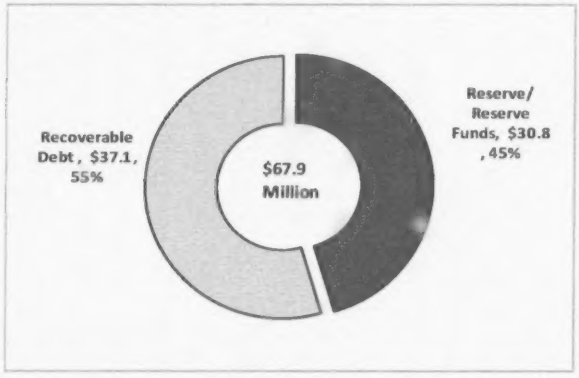
- This project will also create the capability to convert the biogas into a renewable energy product, either electricity or renewable natural gas, and transport the energy product so it can be connected to the local energy distribution grid.
- The sale of the renewable energy product will achieve a favourable return on the initial capital investment of $13.8 million and will generate a revenue stream over a 20 year period. By 2024, the estimated incremental net operating revenue is $3 million.

- **Long Term Waste Management Strategy/Facility:**
  - The Program may see a net operating cost increase arising from the completion and commissioning of a facility. All estimates for the cost of this facility will be reviewed as part of the current consultant study.
  - Initial estimates of the resultant operating impact of this project have been removed from this analysis pending the results of the consultant study of the Long Term Waste Management Strategy.

2015 Capital Budget by Project Category ($Millions)



2015 Capital Budget by Funding Source ($Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $67.924 million.

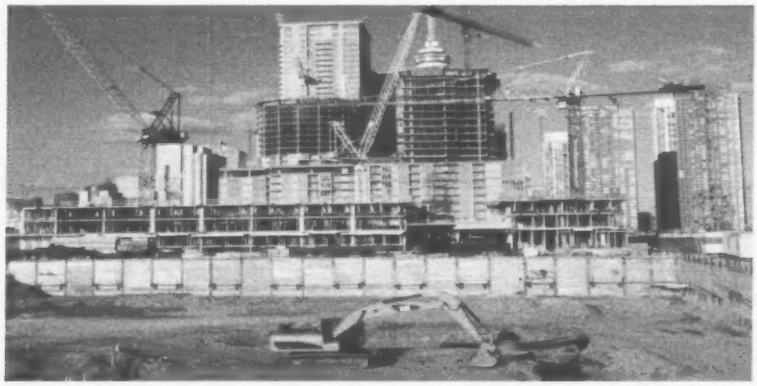
The 2015 Capital Budget expenditures are allocated into the following categories:

- *Service Improvement ($34.429 million, 51%)*
  - Funding in 2015 is required for the Dufferin SSO Facility, replacement of single-family SSO containers, continuation of the Biogas Utilization project and various IT related projects.
- *Legislated ($19.979 million, 29%)*
  - Funding for Legislated projects in 2015 is allocated for Green Lane development and Perpetual Care of closed landfills.
- *SOGR ($13.515 million, 20%)*

➢ In 2015, SOGR will continue to focus on required asset management activity for transfer stations, collection yards and diversion facilities.

The 2015 Capital Budget is financed primarily by:

- *Recoverable Debt ($37.116 million, 55%)*
  - SWMS does not have debt targets as debt is recoverable from the Operating budget through payment of debt charges funded by revenue generated from user fees charged for garbage bins for single and multi-residential customers.
- *Reserve Funds ($30.808 million, 45%)*
  - Reserve funding drawn primarily from the Waste Management Reserve Fund has been maximized in 2015 and each year of the Plan in order to provide non-debt funding while maintaining a sustainable reserve fund balance for potential operations stabilization as well as future capital requirements.
  - Reserve funding in 2015 is allocated to the Transfer Station and Diversion Facility and Systems projects.



Toronto Building

2015 Operating Budget Highlights

The total cost to deliver this service in 2015 is $50.339 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change $	Change %
Gross Expenditures	48,409.0	50,338.6	1,929.6	4.0%
Gross Revenues	59,352.8	61,199.8	1,847.0	3.1%
Net Expenditures	**(10,943.8)**	**(10,861.2)**	**82.6**	**(0.8%)**

Through on-going operational efficiencies and inflationary increases in permit revenue, the Program was able to fully offset an initial gross expenditure pressure of $1.424 million while maintaining the 2014 level of service and a net revenue budget of $10.861 million.

2015 Operating Budget Overview

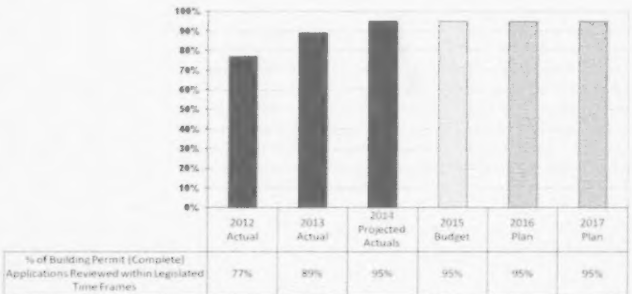
Toronto Building helps to make the buildings where we live, work, learn and play safe. The Program reviews permit applications, issues permits, and conducts inspections in accordance with Ontario's Building Code, the City of Toronto's zoning by-laws and other legislation. In addition, Toronto Building also performs preliminary reviews as part of the City's development approval process, and provides the public with zoning and building code information, and technical advice to City Council, Committees, Programs, and Agencies.

Fast Facts

- Issued over 45,300 building permits with a construction value of $7.5 billion in 2014.
- Conducted over 165,500 building inspections in 2014.
- Toronto Building investigated over 5,500 building related service requests (complaints) and reviewed over 7,400 preliminary projects in 2014.

Trends:

% of Complete Building Permit Applications Reviewed within Legislated Time Frames



- From 2012 to 2014, 77-95% of complete building permit applications, for all building types, were conducted within legislated time frames.
- Toronto Building has sustained a high level of permit application intake driven by higher than anticipated construction activity.

2014 Key Service Accomplishments

- Sustained a high volume of permit application intake and permit issuance.
- Improved Preliminary Review service level targets (with the exception of preliminary zoning reviews which remain under development).
- Improved the rate of responding to service requests, such as response to complaints of construction without a permit.
- Analysis of the risks associated with Building Inspections in progress.
- A review of Toronto Building's business processes and customer insights is in progress.
- Achieved budget targets while maintaining a vacancy rate below 5%.
- Launched further stages of the Program's Electronic Service Delivery (ESD) initiative:
  - Development of the on-line Web Portal.
  - Email submissions for building permit applications, building service requests, permit applications for new houses and associated permits (i.e. demolition, mechanical and plumbing) are being accepted. Almost half of all applications now arrive by email.
  - Electronic conversion of building records via Integrated Business Management System (IBMS) in progress.

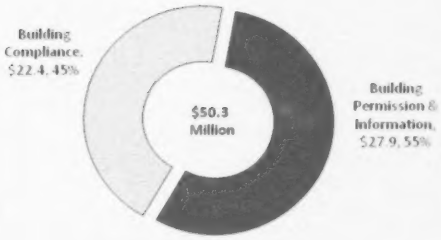
Our Service Deliverables for 2015

Toronto Building's 2015 Operating Budget of $50.339 million gross and $10.861 million net revenue will provide funding to:

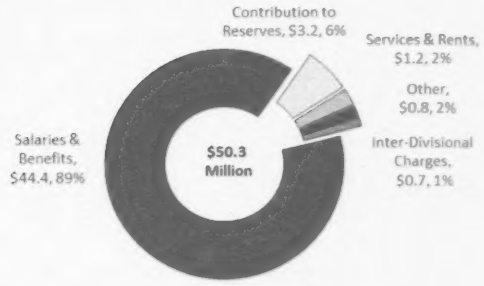
- Maintain and improve the rate of processing applications and responding to inspection requests within legislated time frames.
- Continue implementation of customer service improvements and electronic enhancements to:
  - Make services easier to access and reduce in-person transactions;
  - Optimize workload distribution which will reduce wait times between application and approval; and
  - Continue improvement in Plan Review performance.
- Monitor and respond to the level of development activity across the City.
- Support the delivery of Pan Am Games and Transit Expansion projects.
- Support clients and staff through transition to new Building Code amendments.

Where the money goes:

2015 Budget by Service
$50.3 Million

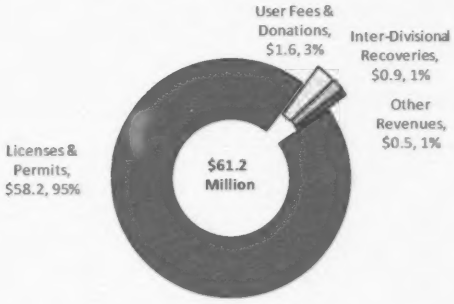


2015 Budget by Expenditure Category


Contribution to Reserves, $3.2, 6%
Services & Rents, $1.2, 2%
Other, $0.8, 2%
Inter-Divisional Charges, $0.7, 1%
Salaries & Benefits, $44.4, 89%
$50.3 Million

Where the money comes from:

2015 Budget by Funding Source



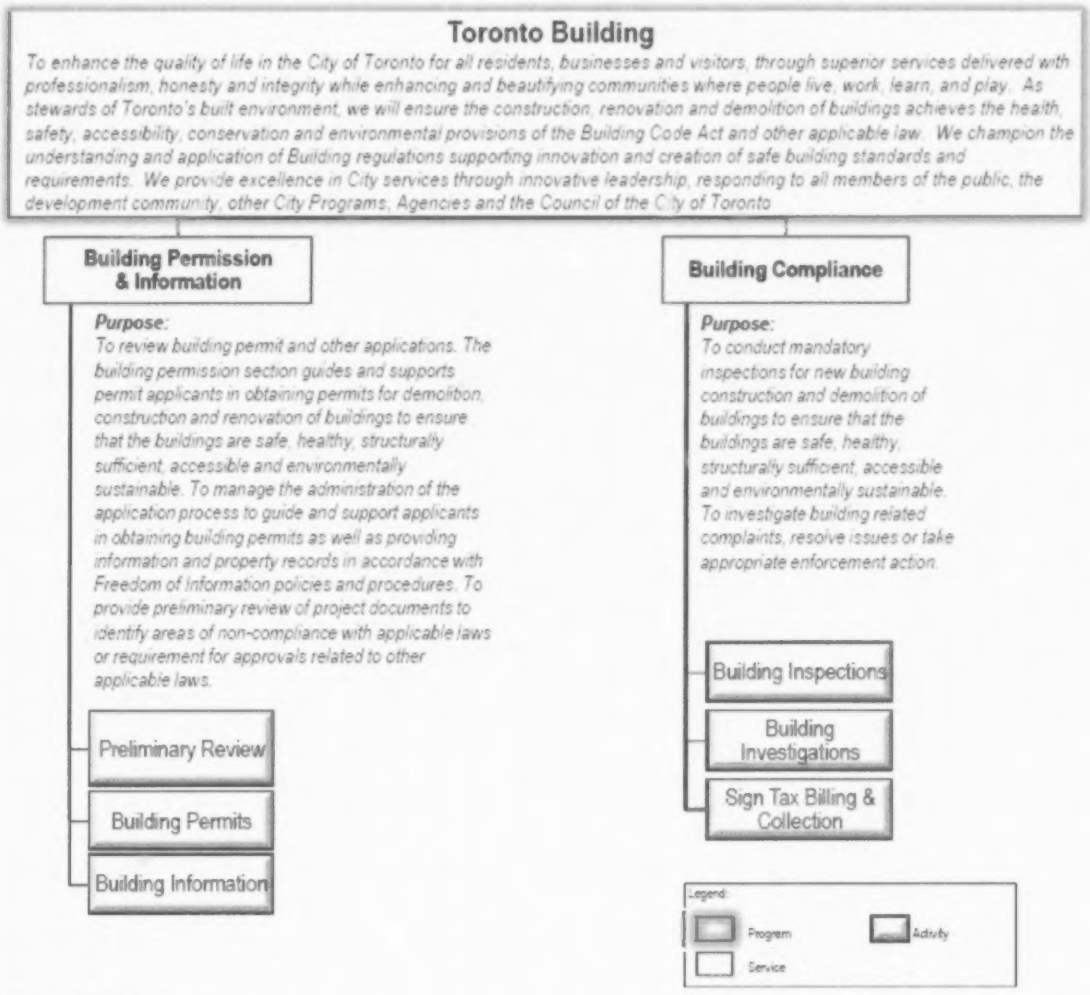
Our Key Challenges & Priority Actions

- In 2015, Toronto Building will work towards maintaining and improving the rate of processing applications and responding to inspection requests within legislated time frames.
  - ✓ Through the continued hiring of vacant positions, the 2015 Operating Budget maintains an appropriate alignment of staff to expected workload. Under normal circumstances, both legislated and program service level targets can be achieved with approved staff resources.
- Advance the goal of achieving a balance in the Building Code Service Improvement Reserve equivalent to annual direct cost requirements.
  - ✓ The 2015 Operating Budget includes a $1.8 million contribution to the Building Code Act Service Improvement Reserve Fund.

2015 Operating Budget Highlights

- The total cost to deliver Toronto Building's services to the City's residents in 2015 is $50.339 million.
- The 2015 Operating Budget provides funding to continue to implement customer service improvements and further electronic service enhancements.
- The 2015 Operating Budget includes new and enhanced priorities to address the improvement in the quality of building inspections and the proactive enforcement of Chapter 694 of the Municipal Code, with additional funding of $0.973 million gross and $0.083 million net, and an increase of 15 positions.

Program Map


Toronto Building
To enhance the quality of life in the City of Toronto for all residents, businesses and visitors, through superior services delivered with professionalism, honesty and integrity while enhancing and beautifying communities where people live, work, learn, and play. As stewards of Toronto's built environment, we will ensure the construction, renovation and demolition of buildings achieves the health, safety, accessibility, conservation and environmental provisions of the Building Code Act and other applicable law. We champion the understanding and application of Building regulations supporting innovation and creation of safe building standards and requirements. We provide excellence in City services through innovative leadership, responding to all members of the public, the development community, other City Programs, Agencies and the Council of the City of Toronto
Building Permission & Information
Purpose:
To review building permit and other applications. The building permission section guides and supports permit applicants in obtaining permits for demolition, construction and renovation of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. To manage the administration of the application process to guide and support applicants in obtaining building permits as well as providing information and property records in accordance with Freedom of Information policies and procedures. To provide preliminary review of project documents to identify areas of non-compliance with applicable laws or requirement for approvals related to other applicable laws.
Preliminary Review
Building Permits
Building Information
Building Compliance
Purpose:
To conduct mandatory inspections for new building construction and demolition of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. To investigate building related complaints, resolve issues or take appropriate enforcement action.
Building Inspections
Building Investigations
Sign Tax Billing & Collection
Legend:
Program
Activity
Service

Service Customer

Building Permission & Information

- Agent
- Applicant
- Architect
- Architect Firm
- Builder
- Building Manager/Superintendant
- Building User Or Occupant
- Business
- City Divisions
- Complainant
- Contractor
- Contravener
- Council / Mayor
- Councillor
- Design Professional
- Designer Firm
- Developer
- Engineer
- Fire Protection
- Consultant
- Lawyer
- Licensee
- Mortgage
- Operator
- Owner's Agent
- Police
- Property Owner
- Ratepayers
- Sign Owner
- Surveyor
- Tenant
- Adjacent Property Owners
- The General Public

Building Compliance

- Building User Or Occupant
- Property Owner
- Agent
- Contractor
- Design Professional
- Sign Owner
- Developer
- City Divisions
- Council / Mayor
- Adjacent Property Owners
- The General Public

Table 1
2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Building Permission & Information											
Gross Expenditures	27,326.2	26,947.9	27,737.2	132.7	27,869.9	543.7	2.0%	691.6	2.5%	479.3	1.7%
Revenue	32,822.1	37,098.8	33,352.5	492.2	33,844.6	1,022.5	3.1%	1,043.3	3.1%	470.9	1.4%
Net Expenditures	(5,495.9)	(10,150.9)	(5,615.2)	(359.5)	(5,974.7)	(478.8)	8.7%	(351.7)	5.9%	8.4	(0.1%)
Building Compliance											
Gross Expenditures	21,082.8	20,790.8	21,628.5	840.2	22,468.7	1,385.9	6.6%	1,275.9	5.7%	378.2	1.7%
Revenue	26,530.7	29,987.7	26,957.3	397.8	27,355.2	824.4	3.1%	841.4	3.1%	380.6	1.4%
Net Expenditures	(5,447.9)	(9,196.9)	(5,328.8)	442.4	(4,886.5)	561.5	(10.3%)	434.4	(8.9%)	(2.4)	0.0%
Total											
Gross Expenditures	48,409.0	47,738.7	49,365.7	972.9	50,338.6	1,929.6	4.0%	1,967.5	3.9%	857.5	1.7%
Revenue	59,352.8	67,086.5	60,309.8	890.0	61,199.8	1,846.9	3.1%	1,884.7	3.1%	851.5	1.4%
Total Net Expenditures	(10,943.8)	(19,347.8)	(10,944.1)	82.9	(10,861.2)	82.7	(0.8%)	82.8	(0.8%)	6.0	(0.1%)
Approved Positions	431.0	417.0	433.0	15.0	448.0	17.0	3.9%				

The 2015 Operating Budget for Toronto Building is $50.339 million gross and ($10.861) million net. The net budget reflects a slight increase of $0.083 million from the 2014 Approved Operating Budget.

- Base budget pressures of $1.424 million net result from inflationary cost increases in salaries and benefits totaling $1.266 million gross, and the impact of the completed capital project, the Electronic Service Delivery (ESD) initiative, totaling $0.148 million that is anticipated to begin July 1, 2015. These pressures are consistent across both services within Toronto Building - Building Permission and Information and Building Compliance.

- To fully offset these base pressures, the Program was able to achieve base expenditure savings of $0.140 million net based on a review of actual experience as well as revenue adjustments of $1.284 million net generated from inflationary increases of 2.23% to building permit and sign permit fees.

- The 2015 Budget allocates new funding of $0.973 million gross and $0.083 million net expenditures assigned to:

  - Improve service and strengthen the overall administration of building inspections ($0.890 million gross and $0 net). This enhancement is fully offset by $0.890 million in increases above the rate of inflation to permit fees associated with smaller construction and renovation projects.

  - Improve service through proactive enforcement of Chapter 694 of the City of Toronto Municipal Code ($0.083 million gross and net).

- The 2016 and 2017 plans reflect inflationary cost increases for progression pay, step and fringe benefits, as well as the operating impact of the ESD initiative. These pressures are anticipated to be fully offset through a 2.0% inflationary adjustment to building permit and sign permit fee increases. The 2016 and 2017 plan also reflects the annualized impact of the proactive enforcement of Chapter 694 of the City of Toronto Municipal Code.

:

Table 2
2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced				Total Service Changes			Incremental Change			
	Building Permission & Information		Building Compliance		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
Improving the Quality of Building Inspections	132.7	(359.5)	757.3	359.5	890.0		13.0				
Proactive Enforcement of Sign By-Laws			82.9	82.9	82.9	82.9	2.0	82.8		6.0	
Total	132.7	(359.5)	840.2	442.4	972.9	82.9	15.0	82.8		6.0	

Enhanced Service Priorities

Improving the Quality of Building Inspections ($0.890 million gross & $0 million net)

- Toronto Building has requested additional funding of $0.890 million gross and $0 net to finance enhancements that will improve service and strengthen the overall administration of the building inspections process.
- The enhanced service priority identifies three initiatives that directly respond and address the findings in a report from the Auditor General dated January 15, 2014. The service initiatives are as follows:
  - Establish a dedicated enforcement unit to undertake proactive inspections of dormant or "stale" permits.
  - Increase the service level for small construction and renovation projects by adding an additional inspection.
  - Develop a training curriculum and program for building inspectors.
- The total annualized cost of these service initiatives is $1.560 million gross and $0 net. The initiatives will be implemented over a two year period effective July 1, 2015. Therefore, the 2015 operating impact is $0.890 million which will be fully offset by increases to the following permit fees predominantly with the Building Permission and Information service, effective July 1, 2015.

User Fee	2014 Fee	2015				2016
		Inflationary Adjusted Rate	Adjusted Rate at July 1, 2015	% Change	Expected Revenue ($000s)	Incremental Revenue ($000s)
Minimum Fee	$ 107.05	$ 109.35	$ 190.00	74%	513.46	386.54
Interior Alterations Group A, B, and D	$ 4.34	$ 4.43	$ 5.09	15%	131.22	98.78
Interior Alterations Group C, E, and F	$ 4.02	$ 4.11	$ 4.75	15%	245.32	184.68

- The anticipated 2016 incremental impact is $0.670 million gross and $0 net.
- See Appendix 5 for a detailed description of the enhanced service priority.

Proactive Enforcement of Sign By-Laws ($0.083 million gross & net)

- Toronto Building has requested additional funding of $0.083 million gross and net to finance two sign examiner-inspector positions dedicated to proactive enforcement of Chapter 694 of the City of Toronto Municipal Code in response to the recommendations of Planning and Growth Management Committee.
- The new enforcement positions funded in Toronto Building will issue Certificates of Offence under the *Provincial Offences Act*, also known as Part 1 Tickets. Court Services will collect the revenues. The impact of the addition of the two new positions on the City's overall 2015 Operating Budget will be net zero.
- The anticipated 2016 and 2017 incremental impact to Toronto Building is $0.083 million gross and net, and $0.006 million gross and net, respectively.
- See Appendix 5 for a detailed description of the enhanced service priority.

Table 3

2016 and 2017 Plan by Program

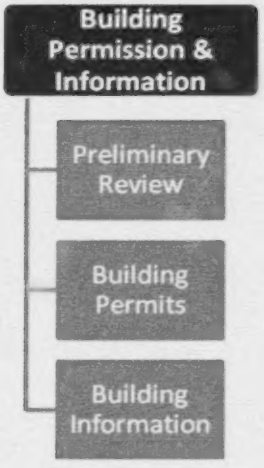
Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay, Step Increases, and Salary and Fringe Benefits Provisions	1,112.8		1,112.8	87.9%		847.8		847.8	35.6%	
Business Analyst to be Operationalized by July 1, 2015	(49.6)	(49.6)				0.4	0.4			
Annualization										
Corporate Economic Factors						0.5		0.5		
Operating Impacts of ESD Initiative	147.6		147.6	100.0%		(1.1)		(1.1)	(0.4%)	
Third Party Sign Tax Recovery		34.6	(34.6)	124.9%			20.4	(20.4)	32.7%	
Other Inter-Development Charge Reductions	3.8		3.8	(52.9%)		3.9		3.9	(115.2%)	
Permit Fee Increases		1,229.6	(1,229.6)	95.8%			830.7	(830.7)	33.0%	
Total Incremental Impact	1,214.6	1,214.6				851.5	851.5			

Future year incremental costs are primarily attributable to the following:

Known Impacts

- *Salary and Benefit Changes*
  - Incremental increases for salary and benefit expenditures of $1.113 million net in 2016 and $0.848 million net in 2017 are anticipated as a result of adjustments to progression pay, step increases, and fringe benefits.
  - Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations.
- *Operating Impacts of ESD Initiative*
  - Incremental increases for the operating impact of the ESD initiative of $0.148 million net in 2016 and ($0.001) million net in 2017 are anticipated as a result of the annualized impact of the project's implementation date of July 1, 2015.
- *Permit Fee Increases*
  - The anticipated incremental pressures will be fully offset by additional revenues of $1.230 million in 2016 and $0.831 million in 2017 resulting from inflationary increases to various permit fees to ensure Toronto Building maintain a full cost recovery in future years.

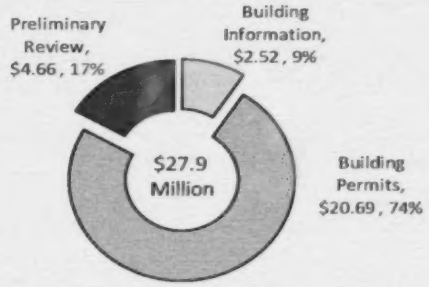
2015 Budget by Service: Building Permission & Information



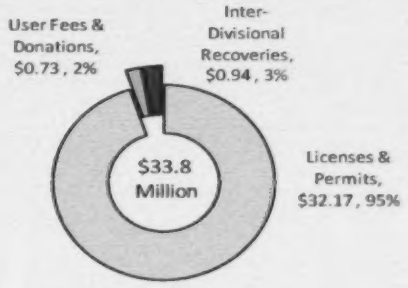
What We Do

- Review building permits and other applications including Sign By-law variances and amendments.
- Guide and support permit applicants in obtaining permits for demolition, construction and renovation of buildings, and installation of signs to ensure they are safe, healthy, structurally sufficient, accessible and environmentally sustainable.
- Manage the administration of the application process to guide and support applicants in obtaining building and sign permits as well as providing information and property records in accordance with the Freedom of Information policies and procedures.
- Provide preliminary review of project documents to identify areas of non-compliance with applicable laws or requirement for approvals related to other applicable laws.

2015 Service Budget by Activity ($Millions)

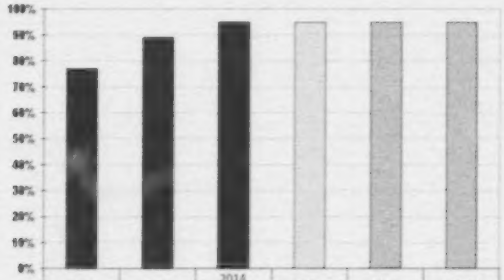


Service by Funding Source ($Millions)



Key Service Performance Measurement

Percentage of Complete Building Permit Applications Reviewed within Legislated Time Frames



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of Building Permit (Complete) Applications Reviewed within Legislated Time Frames	77%	89%	95%	95%	95%	95%

- This measure indicates the percentage of complete building permit applications, for all types of buildings, which are reviewed for compliance with the building code and all applicable law within legislated time frames.
- Actual performance in 2012 is lower due to vacancies in the Program and sustained high level of permit intake.
- It is anticipated that the time frame to review complete applications for all types of buildings will be achieved 95% of the time in 2015 and onwards as a result of reduced vacancies and the Program's ESD initiatives.

2015 Service Levels

Building Permission & Information

Activity Type	Type	Sub-Type	Standard	Status	Service Levels 2012	2013	2014	2015
Preliminary Review	Preliminary Project Review	House	10 Days	Approved (all building types)	N/A		60%	**65%**
		Small Building	15 Days					
		Large Building	20 Days	Actual (all building types)	55%	47%	57%	
		Complex Building	30 Days					
	Zoning Certificate Review	House	TBD	Approved (all building types)	Under Development			Under Development
		Small Building	TBD					
		Large Building	TBD	Actual (all building types)	Under Development			
		Complex Building	TBD					
Building Permits	Construction Permit Review (includes demolition) Complete Applications	House	10 Days	Approved (all building types)	85%	85%	82%	**95%**
		Small Building	15 Days					
		Large Building	20 Days	Actual (all building types)	77%	89%	95%	
		Complex Building	30 Days					
	Construction Permit Review (includes demolition) Incomplete Applications	House	10 Days	Approved (all building types)	Under Development		65%	**75%**
		Small Building	15 Days					
		Large Building	20 Days	Actual (all building types)	59%	59%	75%	
		Complex Building	30 Days					
	Sign Permit Review	Sign Permit Review	10 Days	Approved	N/A		95%	**80%**
				Actual	**N/A**	73%	80%	
		Sign Variances & By-law Amendments - drafting reports for approval/refusal of sign variances and By-law amendments	TBD	Under Development	Under Development			Under Development
			TBD	Actual	Under Development			
		Preliminary Review of applications for compliance with Sign By-law	TBD	Under Development	Under Development			Under Development
			TBD	Actual	Under Development			
	Building Permit Review - FASTRACK Program	Complete Application	5 days	Approved	N/A		95%	95%
				Actual	92%	94%	99%	
		Incomplete Application	5 days	Approved	N/A		90%	**95%**
				Actual	92%	90%	94%	
	Business License Zoning Review		20 Days	Approved	N/A		85%	85%
				Actual	78%	89%	Under Development	

** Actuals based on 2014 Year End Projections*

Activity Type	Type	Sub-Type	Standard	Status	Service Levels 2012	2013	2014	2015
Building Information	Compliance Letter Issuance		5 days	Approved	N/A		98%	98%
				Actual	99%	99%	Under Development	
	Freedom of Information Request	Routine Disclosure	30 Days	Approved	99%	99%	90%	90%
				Actual	91%	88%	Under Development	
	Review Liquor License Application		10 Days	Approved	100%	100%	95%	95%
				Actual	94%	94%	Under Development	

** Actuals based on 2014 Year End Projections*

Adjustments and Changes to Building Permission & Information Service Levels

Prior Year Refinements

- Service levels reflect a technical adjustment to the 2012 actual level of service for the Sign Permit Review measure. The tracking and reporting of this service level has been developed and refined by the Program as it continues to transition to utilizing the Integrated Business Management System (IBMS) software. As a result, the Program now feels the 2012 actual level of service reported in prior years should be adjusted from 95% to Not Applicable (N/A).

Changes to 2015 Service Levels

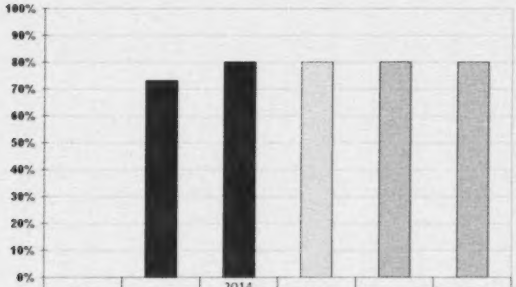
- As Toronto Building continues to implement system enhancements in IBMS, it has provided better tracking of data and assisted the Program to establish more accurate measure of performance delivery. As a result, some performance measure targets for 2015 have been either increased or decreased based on a more accurate reflection of the level of service provided for within the 2015 Operating Budget.
- The following 2015 Service Levels have been adjusted:
  - Preliminary Project Review has increased from 60% in 2014 to 65%;
  - Construction Permit Reviews for Complete Applications increased from 82% in 2014 to 95%;
  - Construction Permit Reviews for Incomplete Applications increased from 65% in 2014 to 75%;
  - Sign Permit Reviews decreased from 95% in 2014 to 80%; and
  - Incomplete Applications for Building Program Review for the FASTRACK program has increased from 90% in 2014 to 95%.

Further Reviews to be Completed by 2016

- In addition to the changes noted above, the service levels for Business License Zoning Review, Compliance Letter Issuance, Freedom of Information Request, and Review of Liquor License Application will be further refined in 2015 as the Program is in the process of transitioning and tracking these measures in IBMS. Any resulting changes to service levels for these activity types will be reported as part of the 2016 Operating Budget process.

Service Performance

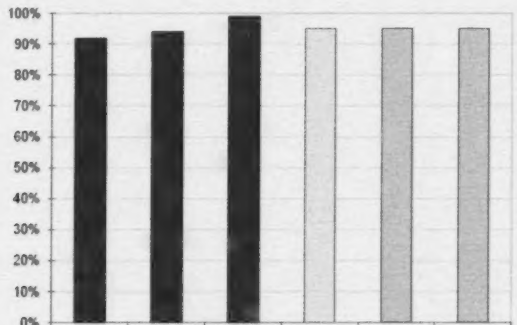
Percentage of Sign Permit Applications Reviewed within Legislated Time Frames



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of Sign Permit Applications Reviewed within Legislated Time Frames	N/A	73%	80%	80%	80%	80%

- This measure indicates the percentage of Sign Permit Applications reviewed within legislated time frames.
- Sign permit applications fluctuate with market demands. Toronto Building anticipates improving this service by maintaining the target of 80% in 2015 and future years with the current level of staffing.

Percentage of Complete Residential FASTRACK Applications Reviewed within the Service Standard



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of Complete Residential FASTRACK Applications Reviewed within Service Standard	92%	94%	99%	95%	95%	95%

- This measure indicates the percentage of complete Residential FASTRACK applications reviewed within the service standard of 5 business days.
- Residential FASTRACK is an enhanced Building Permit service for certain types of projects in existing houses containing one or two dwelling units.
- It is anticipated that the Program will continue to review applications within 5 business days, 95% of the time.

2015 Service Budget by Activity

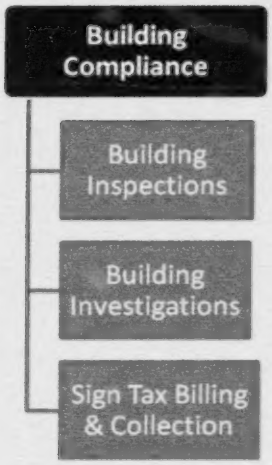
($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Preliminary Review	4,585.9	4,654.1	(14.1)	4,640.0	54.2	1.2%	20.4	**4,660.4**	74.6	1.6%	113.8	2.4%	80.9	1.7%
Building Permits	19,193.3	20,660.3	(59.2)	20,601.1	1,407.9	7.3%	85.9	**20,687.0**	1,493.8	7.8%	519.0	2.5%	360.7	1.7%
Building Information	3,547.1	2,514.3	(18.2)	2,496.1	(1,051.1)	(29.6%)	26.4	**2,522.5**	(1,024.7)	(28.9%)	58.9	2.3%	37.6	1.5%
Total Gross Exp.	27,326.2	27,828.7	(91.5)	27,737.2	411.0	1.5%	132.7	**27,869.9**	543.7	2.0%	691.6	2.5%	479.3	1.7%
REVENUE														
Preliminary Review	5,045.0	5,129.7	(2.1)	5,127.5	82.5	1.6%	75.6	**5,203.2**	158.2	3.1%	161.4	3.1%	72.4	1.3%
Building Permits	21,248.3	21,598.1	(9.0)	21,589.2	340.8	1.6%	318.6	**21,907.8**	659.5	3.1%	672.9	3.1%	304.8	1.3%
Building Information	6,528.8	6,638.5	(2.8)	6,635.8	107.0	1.6%	97.9	**6,733.7**	204.9	3.1%	209.0	3.1%	93.6	1.3%
Total Revenues	32,822.1	33,366.3	(13.8)	33,352.5	530.3	1.6%	492.2	**33,844.6**	1,022.5	3.1%	1,043.3	3.1%	470.9	1.3%
NET EXP.														
Preliminary Review	(459.1)	(475.6)	(11.9)	(487.5)	(28.4)	6.2%	(55.2)	**(542.7)**	(83.6)	18.2%	(47.6)	8.8%	8.6	(1.5%)
Building Permits	(2,055.1)	(937.8)	(50.3)	(988.0)	1,067.0	(51.9%)	(232.7)	**(1,220.7)**	834.3	(40.6%)	(154.0)	12.6%	55.9	(4.1%)
Building Information	(2,981.7)	(4,124.3)	(15.4)	(4,139.7)	(1,158.0)	38.8%	(71.5)	**(4,211.2)**	(1,229.5)	41.2%	(150.1)	3.6%	(56.0)	1.3%
Total Net Exp.	(5,495.9)	(5,537.6)	(77.6)	(5,615.2)	(119.4)	2.2%	(359.5)	**(5,974.7)**	(478.8)	8.7%	(351.7)	5.9%	8.4	(0.1%)
Approved Positions	242.5	243.6		243.6	1.1	0.5%		**243.6**	1.1	0.5%				

The 2015 Operating Budget for Building Permission and Information of $27.870 million gross and ($5.975) million net is ($0.479) million or 8.7% less than the 2014 Approved Net Budget.

The ***Building Permission and Information Service*** reviews building permits and applications, guides and supports permit applicants in obtaining building related permits, manages the administration of the application process, provides information and property records in accordance with Freedom of Information policies and procedures, and provides preliminary reviews of project documents to identify areas of non-compliance with applicable laws or requirements for approvals.

- Base budget pressures are primarily attributable to salary and benefit increases for COLA, step increases, and progression pay. The significant increase and decrease in gross expenditures from 2014 between the Building Information and Building Permits activities results from adjustments to the allocation of costs to refine the tracking and reporting of salaries and benefits by positions.
- The base budget pressures are consistent across all activities and are primarily driven by inflationary increases to salaries and benefits that have been offset by reductions identified in line-by-line reviews and permit fee inflationary increases of 2.23% generating $0.710 million in increased revenue that has increased overall base budget revenues in the service by 1.6% across all activities.
- The 2015 Operating Budget for Building Permission and Information includes new funding of $0.133 million gross and ($0.360) million net for enhancements to the quality of building inspections. In particular, the Building Permits activity accounts for 65% or ($0.233) million net of the new funding for this initiative as costs are fully offset through increases above the rate of inflation to select permit fees as identified in Appendix 7.

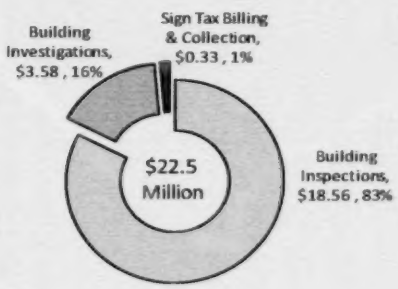
2015 Budget by Service: Building Compliance



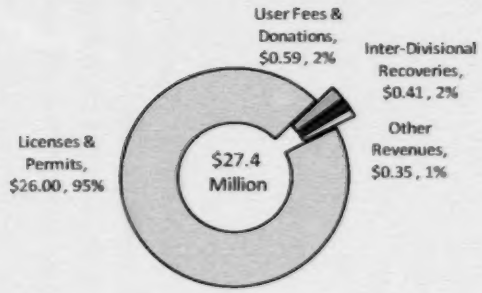
What We Do

- Conduct mandatory inspections for new building construction and demolition of buildings to ensure that the buildings and signs are safe, healthy, structurally sufficient, accessible and environmentally sustainable.
- Investigate building and sign related complaints, resolve issues or take appropriate enforcement action.
- Administer, bill, and collect the Third Party Sign Tax levied on all third-party signs in the City of Toronto.

2015 Service Budget by Activity ($Millions)

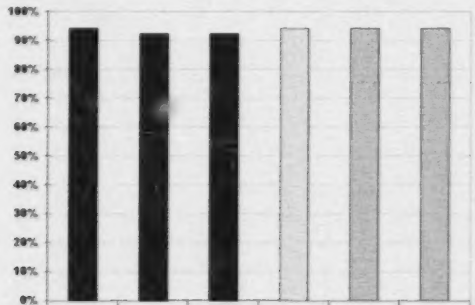


Service by Funding Source ($Millions)



Key Service Performance Measurement

Percentage of Mandatory Building Inspections Conducted within Legislated Time Frames



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of Mandatory Building Inspections Conducted within Legislated Time Frames	94%	92%	92%	94%	94%	94%

- This measure indicates the percentage of requested mandatory inspections that are completed within 2 business days of receiving requests for inspections.
- It is a requirement of Ontario's Building Code that an inspection be conducted within the prescribed time frames.
- The actual performance in 2014 was slightly below target due to higher than expected volumes of inspection requests. It is anticipated that the target of 94% will be achieved in 2015 and onwards.

2015 Service Levels

Building Compliance

Activity Type	Type	Sub-Type	Standard	Status	Service Levels 2012	2013	2014	2015
Sign Tax Billing & Collection	Billing, Collection and Administration of the Third Party Sign Tax (TPST)		TBD	Approved	Invoiced and Payable Annually			Under Development
			TBD	Actual	Under Development			
Building Inspections	Construction (Mandatory inspections for building permits, includes demolition)		48 Hours	Approved	95%	95%	94%	94%
				Actual	94%	92%	92%	
	Sign (mandatory inspections for Sign Permits)		48 Hours	Approved	95%			95%
				Actual	95%	95%	95%	
	Sign Investigation Request		2 Days	Approved	N/A		95%	95%
				Actual	99%	91%	95%	
Building Investigations	Emergency/ Unsafe		1 Day	Approved	Under Development			Under Development
				Actual	Under Development			
	Response to Construction without a Permit	Non-Emergency	2 Days	Approved	Under Development		80%	80%
				Actual	71%	75%	76%	
	Response to Building Permit Related Service Request (Complaint)		5 Days	Approved	N/A		85%	**86%**
				Actual	81%	86%	86%	

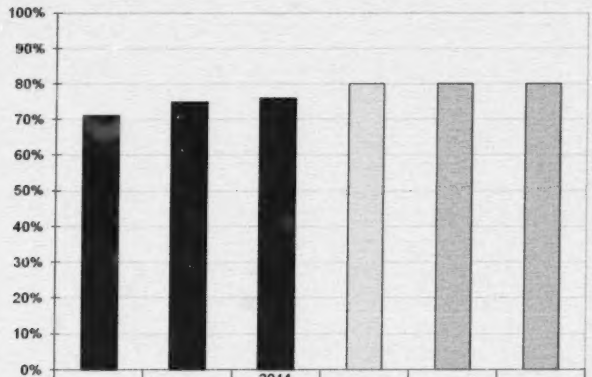
** Actuals based on 2014 Year End Projections*

Changes to Building Compliance Service Levels

- The 2015 service levels are consistent with the approved 2014 service levels with the exception of Response to Building Permit Related Service Request (Complaint). This service level has increased to 86% from 85% in 2014 as a result of system enhancements to IBMS, as previously mentioned, that allow the Program to establish a more accurate reflection of the level of service provided for within the 2015 Operating Budget.

Service Performance

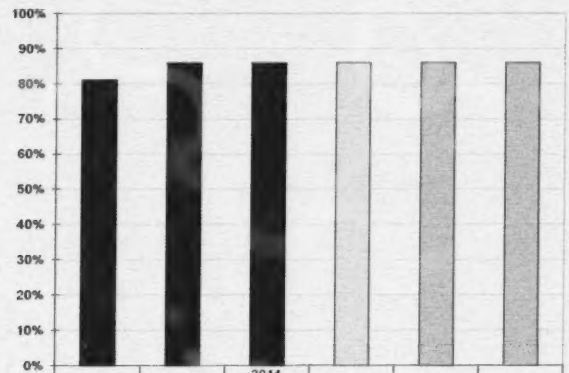
Percentage of Reports of Construction without a Permit (Non-Emergency) Responded to within Program Time Frames



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of Reports of Construction without a Permit (Non-Emergency) Responded to within Program Time Frames	71%	75%	76%	80%	80%	80%

- This measure indicates the percentage of reports of construction without a permit (non-emergency) responded to within 2 business days of receiving the request for inspection.
- Under the Building Code Act, no person is permitted to construct, demolish or alter a building without first obtaining a building permit. Where reports of construction or demolition have been received by the building division, an inspector will attend the construction site to determine if a permit is required.
- Based on the expected volume of service requests to investigate construction without a permit, it is projected that the Program will achieve a service level of 80% in 2015.

Percentage of Building Permit Related Service Requests (Complaints) Responded to within Program Time



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of Building Permit Related Service Requests (Complaints) Responded to within Program Time Frames	81%	86%	86%	86%	86%	86%

- This measure indicates the percentage of building related service requests (complaints) responded to within 5 business days of receiving the request.
- The volumes of service requests remained fairly consistent in 2013 and 2014.
- It is expected that the current staff complement will meet the slightly improved service target of 86% in 2015 and onwards.

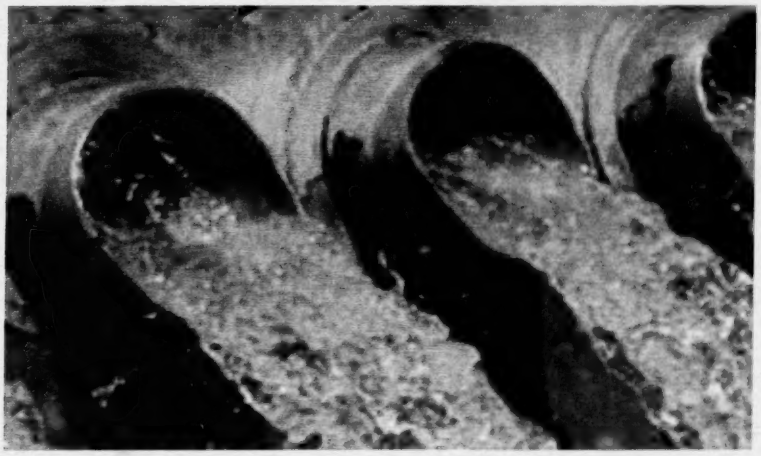
2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Building Inspections	17,423.0	17,896.2	(60.4)	17,835.9	412.9	2.4%	725.6	**18,561.4**	1,138.4	6.5%	1,075.9	5.8%	313.5	1.6%
Building Investigations	3,345.9	3,475.8	(12.2)	3,463.5	117.6	3.5%	112.7	**3,576.2**	230.3	6.9%	189.6	5.3%	59.2	1.6%
Sign Tax Billing & Collection	313.9	330.5	(1.3)	329.1	15.3	4.9%	1.9	**331.1**	17.2	5.5%	10.3	3.1%	5.5	1.6%
Total Gross Exp.	21,082.8	21,702.5	(73.9)	21,628.5	545.8	2.6%	840.2	**22,468.7**	1,385.9	6.6%	1,275.9	5.7%	378.2	1.6%
REVENUE														
Building Inspections	21,663.8	22,026.4	(9.1)	22,017.3	353.5	1.6%	324.8	**22,342.1**	678.3	3.1%	692.2	3.1%	310.8	1.3%
Building Investigations	4,392.1	4,460.6	(1.9)	4,458.7	66.6	1.5%	65.9	**4,524.6**	132.5	3.0%	135.2	3.0%	63.0	1.4%
Sign Tax Billing & Collection	474.8	481.6	(0.2)	481.4	6.6	1.4%	7.1	**488.5**	13.7	2.9%	14.0	2.9%	6.8	1.4%
Total Revenues	26,530.7	26,968.6	(11.2)	26,957.4	426.7	1.6%	397.7	**27,355.2**	824.4	3.1%	841.4	3.1%	380.6	1.3%
NET EXP.														
Building Inspections	(4,240.8)	(4,130.2)	(51.2)	(4,181.5)	59.3	(1.4%)	400.8	**(3,780.6)**	460.2	(10.9%)	383.7	(10.1%)	2.8	(0.1%)
Building Investigations	(1,046.2)	(984.8)	(10.4)	(995.2)	51.0	(4.9%)	46.8	**(948.4)**	97.8	(9.3%)	54.4	(5.7%)	(3.9)	0.4%
Sign Tax Billing & Collection	(161.0)	(151.1)	(1.1)	(152.2)	8.7	(5.4%)	(5.2)	**(157.4)**	3.5	(2.2%)	(3.7)	2.3%	(1.3)	0.8%
Total Net Exp.	(5,448.0)	(5,266.1)	(62.7)	(5,328.9)	119.1	(2.2%)	442.4	**(4,886.5)**	561.5	(10.3%)	434.4	(8.9%)	(2.4)	0.1%
Approved Positions	188.5	189.4		189.4	0.9	0.5%	15.0	**204.4**	15.9	8.4%				

The 2015 Operating Budget for Building Compliance of $22.469 million gross and ($4.887) million net is $0.562 million or 10.3% less than the 2014 Approved Net Budget.

The ***Building Compliance Service*** conducts mandatory building inspections, investigates building related complaints, resolves issues and takes appropriate enforcement action, as well as administer, bill, and collect the Third Party Sign Tax levied on all third-party signs in the City of Toronto.

- The base budget pressures are consistent across all activities and are primarily driven by inflationary increases to salaries and benefits that have been offset by reductions identified in line-by-line reviews and permit fee inflation increases of 2.23% generating $0.574 million in increased revenue that has increased overall base budget revenues in the service by 1.6% across all activities.
- The 2015 Operating Budget for Building Compliance includes new funding of $0.840 million gross and $0.442 million net for enhancements to the quality of building inspections and the proactive enforcement of Chapter 694 of the Municipal Code. In particular, the Building Inspections activity accounts for 91% or $0.401 million net of the new funding for these two initiatives as the 15 added positions will primarily carry out inspection activities.



Toronto Water

2015 Operating Budget Highlights

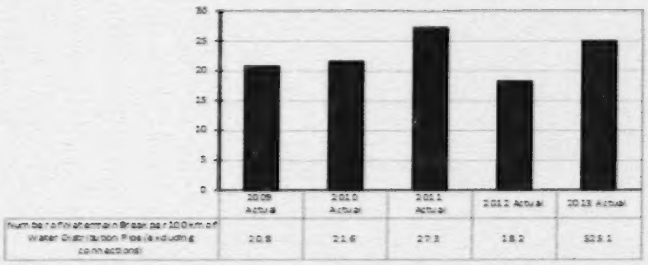
The total cost to deliver this service to Toronto residents in 2015 is $422.452 million as shown below.

(In $000s)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	407,716.1	422,451.7	14,735.6	3.6%
Revenue Excluding Sale of Water	42,432.9	54,265.9	11,833.0	27.9%
Net Expenditure	365,283.2	368,185.8	2,902.6	0.8%
Sale of Water/Wastewater Surcharge	958,102.8	1,003,796.8	45,694.0	4.8%
Sale of Water Revenue - Region of York	21,550.7	22,610.0	1,059.3	4.9%
Total Sale of Water Revenue	979,653.6	1,026,406.8	46,753.3	4.8%
Capital Contribution	614,370.4	658,221.1	43,850.7	7.1%

Through operational efficiencies, Toronto Water was able to partially offset initial gross pressure of $22.129 million to $2.903 million net, reflecting a 0.8% net increase prior to increased sale of water revenues arising from the 8% water rate increase (the annualized rate increase of 6.5% since rate increase is effective March 13, 2015).

Trends:

Number of Watermain Break per 100 km of Water Distribution Pipe



2015 Operating Budget Overview

Toronto Water delivers water treatment and distribution, and wastewater collection and treatment services on demand to 3.4 million residents and businesses.

Fast Facts

- Treatment, transmission, storage, and distribution of over 1 billion litres of potable water daily is delivered to all industrial, commercial, institutional, and household water users in the City of Toronto, amounting to 470,200 connections.
- Over 1.5 billion litres of wastewater is collected and treated per day, from residents and businesses in Toronto and a portion of Peel Region.
- City wide stormwater management in order to protect private property and the environment.

- Base water consumption (October to April) has declined by 1.6% annually on average since 2005. 2014 projected consumption of 327 million cubic meters is significantly lower than the 374 million cubic meters consumed in 2005.
- To address capital infrastructure needs, 2015 rate increases are included at 8%, effective March 13, 2015 (6.5% on an annualized basis).

2014 Key Service Accomplishments

- The Ministry of Environment (MOE) has completed annual inspections at the City's water treatment facilities and there have been no major non-conformance issues identified.
- The MOE has completed annual inspections of the City's wastewater treatment facilities and there have been no major non-conformance issues identified.
- Ongoing optimization at treatment plants and pumping stations to minimize energy costs while meeting required legislative standards.
- Ongoing education and outreach program with 152 outreach events and an estimated attendance of 5.8 million people
- Continued implementation of the water conservation projects related to the Industrial Water Rate Program resulted in estimated water savings of 3.7 million m^3 per year.
- Processed 6,500 applications to provide financial subsidy to install flood protection devices, an increase of 30% in participation compared to 2013.
- Carried out a total of 2,607 water main break and water service repairs/replacements.

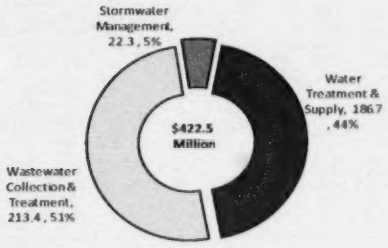
Our Service Deliverables for 2015

Toronto Water manages one of the largest waster and wastewater systems in North America, providing services 24 hours a day, seven days a week. The 2015 Operating Budget of $422.452 million gross will ensure delivery of water and wastewater services for 3.4 million residents and business in Toronto by providing:

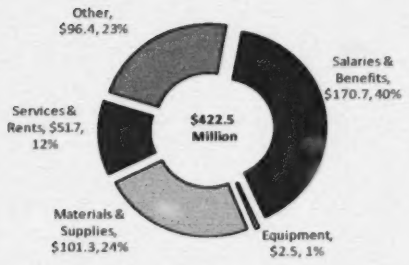
- Treatment and supply of 493 billion litres of water (includes York Region);
- Collection and treatment of 438 billion litres of wastewater;
- Maintenance and repair of 5,900 km of watermains, 3,900 km of sanitary, 4,900 km of storm sewers, and 1,500 km of combined sewers;
- Replacement of 5,000 sub-standard water services (approximately 3,900 of which are lead); and
- Repair of 1,500 broken watermains.
- Environmental Monitoring and Protection including on-going public consultations and awareness programs.

Where the money goes:

2015 Budget by Service $422.5 Million

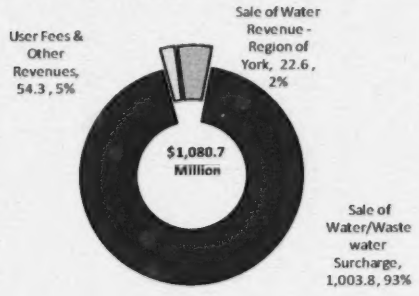


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source


Sale of Water Revenue - Region of York, 22.6, 2%
User Fees & Other Revenues, 54.3, 5%
$1,080.7 Million
Sale of Water/Waste water Surcharge, 1,003.8, 93%

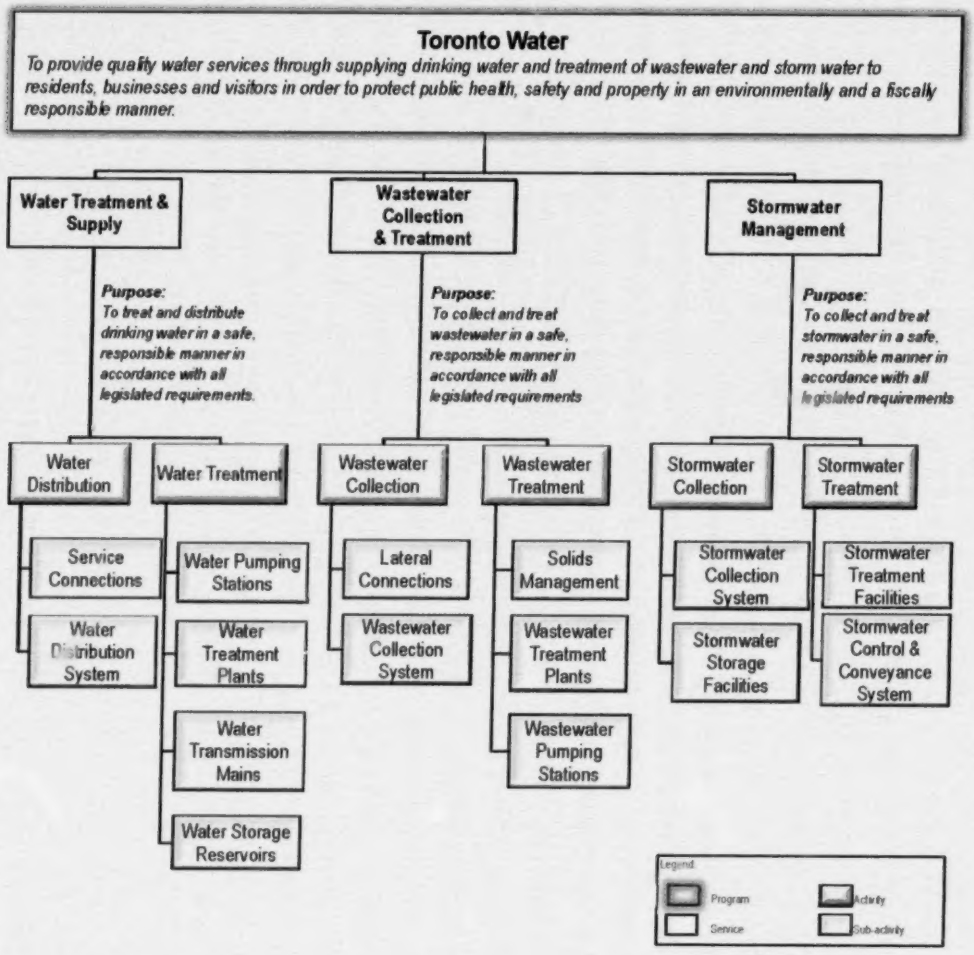
Our Key Challenges & Priority Actions

- **Declining water consumption** resulting in lower revenues from water rates needed to support capital requirements.
  - ✓ The 2015 Operating Budget is predicated on a water rate increase of 8% effective March 13, 2015.
  - ✓ In addition, a report titled "Stormwater Charge as a Funding Option for Investing in Toronto Water Infrastructure" will be submitted for consideration in early 2015 to aid in developing a financing strategy to support Toronto Water's stormwater management projects.
- **Managing continuously increasing costs** from legislative requirements and compliance with Provincial and Federal regulations, inflationary factors and operating impacts of completed capital projects.
  - ✓ The 2015 Operating Budget is based on a combination of efficiencies found through ongoing optimization at treatment plants and pumping stations to minimize energy costs, while meeting required legislative standards.

2015 Operating Budget Highlights

- Treatment and supply of 493 billion litres of water and collection and treatment of 438 billion litres of wastewater;
- Maintenance and repair 5,900 km of watermains, 3,900 km of sanitary, 4,900 km of storm sewers, and 1,500 km of combined sewers;
- Repair of 1,500 broken watermains.
- Enhanced emergency preparedness and extreme weather planning.

Program Map


Toronto Water
To provide quality water services through supplying drinking water and treatment of wastewater and storm water to residents, businesses and visitors in order to protect public health, safety and property in an environmentally and a fiscally responsible manner.
Water Treatment & Supply
Wastewater Collection & Treatment
Stormwater Management
Purpose: To treat and distribute drinking water in a safe, responsible manner in accordance with all legislated requirements.
Purpose: To collect and treat wastewater in a safe, responsible manner in accordance with all legislated requirements
Purpose: To collect and treat stormwater in a safe, responsible manner in accordance with all legislated requirements
Water Distribution
Water Treatment
Wastewater Collection
Wastewater Treatment
Stormwater Collection
Stormwater Treatment
Service Connections
Water Distribution System
Water Pumping Stations
Water Treatment Plants
Water Transmission Mains
Water Storage Reservoirs
Lateral Connections
Wastewater Collection System
Solids Management
Wastewater Treatment Plants
Wastewater Pumping Stations
Stormwater Collection System
Stormwater Storage Facilities
Stormwater Treatment Facilities
Stormwater Control & Conveyance System
Legend
Program
Activity
Service
Sub-activity

Service Customer

Water Treatment & Supply
- Water account holders
- Water consumers

Wastewater Collection & Treatment
- Wastewater account holders
- Wastewater producers
- Public and private landowners

Stormwater Management
- Public and private landowners

Table 1
2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Projected Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Water Treatment & Supply											
Gross Expenditures	180,940.4	176,276.4	186,668.9	43.6	186,712.5	5,772.1	3.2%	5,241.9	2.8%	5,656.7	2.9%
Revenue	489,101.8	487,773.7	517,321.4		517,321.4	28,219.6	5.8%	24.8	0.0%		
Capital Contribution	308,161.4	311,497.3	330,652.6	(43.6)	330,608.9	22,447.5	7.3%	(5,217.1)	(1.6%)	(5,656.7)	(1.7%)
Wastewater Collection & Treatment											
Gross Expenditures	205,159.2	201,519.9	213,382.9	41.9	213,424.8	8,265.6	4.0%	8,753.3	4.1%	6,141.1	2.8%
Revenue	530,287.3	525,320.1	560,059.3		560,059.3	29,772.0	5.6%	41.7	0.0%		
Capital Contribution	325,128.1	323,800.2	346,676.4	(41.9)	346,634.5	21,506.4	6.6%	(8,711.6)	(2.5%)	(6,141.1)	(1.8%)
Stormwater Management											
Gross Expenditures	21,616.5	20,843.7	22,304.6	9.8	22,314.4	697.9	3.2%	909.9	4.1%	516.4	2.3%
Revenue	2,697.4	3,134.8	3,292.0		3,292.0	594.7	22.0%	27.4	0.8%		
Capital Contribution	(18,919.1)	(17,708.9)	(19,012.6)	(9.8)	(19,022.4)	(103.3)	0.5%	(882.5)	4.6%	(516.4)	2.6%
Total											
Gross Expenditures	407,716.1	398,640.0	422,356.4	95.3	422,451.7	14,735.6	3.6%	14,905.1	3.5%	12,314.2	2.8%
Revenue	1,022,086.5	1,016,228.5	1,080,672.7	-	1,080,672.7	58,586.3	5.7%	93.9	0.0%	-	
Total Capital Contribution	614,370.4	617,588.5	658,316.3	(95.3)	658,221.1	43,850.7	7.1%	(14,811.2)	(2.3%)	(12,314.2)	(1.9%)
Approved Positions	1,751.6	1,556.7	1,753.6	1.0	1,754.6	3.0	0.2%	1,749.6	99.7%	1,748.6	49.9%

The 2015 Operating Budget for Toronto Water is $422.452 million gross and $1.081 billion in revenue, resulting in a $658.221 million capital-from-current contribution. It reflects an increase of $14.736 million or 3.6% over the 2014 Approved Budget gross expenditures of $407.716 million and an increase of $43.851 million or 7.1% over the 2014 Approved Capital Contribution Budget of $614.370 million due to the following:

- Base pressures, which are experienced by all three services consistently, are mostly attributable to inflationary increases in salaries and benefits including progression pay and step increases ($4.728 million); inflationary increases for materials, supplies and contracted services ($6.927 million); legislative requirements ($0.767 million) and completed capital projects ($0.337 million).
- Additional costs for materials, supplies and contracted services ($0.910 million) are required to deliver *Wastewater Collection and Treatment* and *Stormwater Management* services. These costs result from legislative and other effluent process control requirements.
- A review of actual costs for *Water Treatment and Supply* and *Wastewater Collection and Treatment* services, resulted in higher water and wastewater productions costs and additional utility cut restoration costs due to higher watermain and sewer break volumes ($4.337 million).
- These pressures were partially offset by savings from annualized impact of previous year approvals including backflow prevention program revenues ($0.434 million) and reversal of one-time additional costs for extreme weather related work ($3.621 million), a line by line review of expenditures based on actual experience ($0.502 million) and other savings from internal restructuring and optimization (0.650 million), which are applied uniformly across all services.
- In addition, service reduction options totaling $10.362 million, consisting mostly of various revenue generating initiatives such as additional revenues from private water agreements and expanded industrial waste program ($2.303 million), recoveries for new connections and other volume and inflationary based increases ($7.532 million) were used to reduce initial base pressures for 2015.
- The 2015 Operating Budget includes funding for an Enhanced Emergency Preparedness/ Extreme Weather Planning program ($0.095 million).
- The 2016 and 2017 Plans for all services reflect the inflationary cost increases for progression pay, step and fringe benefits, anticipated inflationary cost increases for materials and supplies for water treatment plants and contributions to fleet reserve. The 2016 incremental costs will be partially offset by savings realized though implementation of the Automated Meter Reader program.

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total Service Changes			Net Incremental Impact			
	Water Supply and Treatment		WasteWater Collection and Treatment		Stormwater Management		$'s	$'s	Position	2016 Plan		2017 Plan	
	Gross	Capital Contribution	Gross	Capital Contribution	Gross	Capital Contribution	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
Emergency Preparedness/Extreme Weather Planning	43.6	(43.6)	41.9	(41.9)	9.8	(9.8)	95.3	(95.3)	1.0	107.6	1.0		
Sub-Total	43.6	(43.6)	41.9	(41.9)	9.8	(9.8)	95.3	(95.3)	1.0	107.6	1.0		
New Service Priorities													
(a) New Services													
(b) New Fees													
Sub-Total													
Total	43.6	(43.6)	41.9	(41.9)	9.8	(9.8)	95.3	(95.3)	1.0	107.6	1.0		

Enhanced Service Priorities ($0.095 million gross & net)

Emergency Preparedness/Extreme Weather Planning

- Toronto Water anticipates an increase in environmental/ health & safety legislative and regulatory requirements resulting in an increased demand for policy analysis to identify emerging environmental legislation, provide feedback to regulatory agencies, and manage operational impacts through project planning.
- The addition of a new Research Assistant 1 position at a cost of *$0.095 million* in 2015 will support the current Emergency Preparedness Administrator (EPA) in emergency site planning, business continuity planning, divisional emergency exercise requirements, and development and maintenance of emergency incident/ DWQMS administrative databases. Another position will be required in 2016 at anticipated cost of $0.108 million.
- The enhanced unit will support a newly evolved Environmental Health & Safety emergency response role (IMS – Coordination/Liaison function) to enhance operational resiliency, reduce risks to community impacts through mitigation planning and emergency response and recovery coordination efforts.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Capital Contribution	% Change	# Positions	Gross Expense	Revenue	Capital Contribution	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	615.8		(615.8)	(0.1%)		497.4		(497.4)	(0.1%)	
Annualization	(1,666.4)		1,666.4	0.4%	1.0					
Operating Impact of Capital	441.8		(441.8)	(0.1%)	2.0	(120.9)		120.9	0.0%	2.0
Operating Impact of Capital: AMR	(1,340.3)		1,340.3	0.3%	(17.0)					
Revenue: Backflow Prevention Program		93.9	93.9	0.0%	6.0					(3.0)
Revenue: Water Loss & Leak Detection Program		105.0	105.0	0.0%			120.0	120.0	0.0%	
Sub-Total	(1,949.2)	198.9	2,148.1	0.5%	(8.0)	376.5	120.0	(256.5)	(0.1%)	(1.0)
Anticipated Impacts:										
Economic Factors	10,926.8		(10,926.8)	(2.6%)		11,637.7		(11,637.7)	(2.7%)	
Production of Water & Wastewater	533.0		(533.0)	(0.1%)		533.0		(533.0)	(0.1%)	
Anticipated Transfer of Assets, Service Improvements & Business Suport Initiatives	844.3		(844.3)	(0.2%)	3.0	(112.9)		112.9	0.0%	
Interdepartmental Charges Increase	2,000.0		(2,000.0)	(0.5%)						
Anticipated Reversal of Base 2014 Chang	2,655.2		(2,655.2)	(0.6%)						
Sub-Total	16,959.3		(16,959.3)	(4.0%)	3.0	12,057.7		(12,057.7)	(2.8%)	
Total Incremental Impact	15,010.1	198.9	(14,811.2)	(3.5%)	(5.0)	12,434.2	120.0	(12,314.2)	(2.8%)	(1.0)

Future year incremental costs are primarily attributable to the following:

Known Impacts

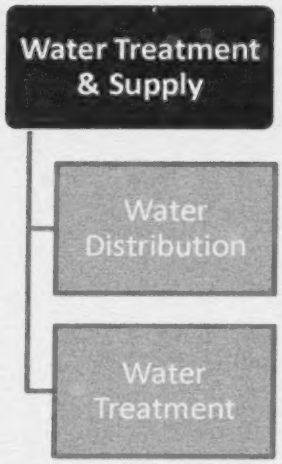
- Step and progression pay increases of $0.616 million in 2016 and $0.497million in 2017.
- Operating impact of completed capital projects of $0.442 million in 2016, with anticipated savings of $0.121 million in 2017.
- The incremental impact of above costs will be partially offset by the following:
  - The annualized impact of 2015 service changes consisting mostly of realignment of hydro and utility billing costs with actuals, partially offset by incresed contributio to the fleet reserve and and annualized impact of the operational support unit restructuring changes and enhanced emergency preparednes/extreme weather planning program for a total net savings of $1.667 million in 2016.
  - Savings of $1.340 million from the Automated Meter Reader project in 2016.
  - Additional revenues form the Backflow Prevention and Water Loss & Leak Detection Program of $0.199 million in 2016 and $0.120 million in 2017.

Anticipated Impacts

- Inflationary pressures for materials and supplies, contracted services and other costs of $10.927 million in 2016 and $11.638 million in 2017.
- Additional costs related to anticipated volume adjustments related to the production of water and wastewater of $0.533 million in each 2016 and 2017.

- Anticipated increase in cost for maintenance of assets transferred from capital projects completed by Metrolinx and Waterfront, as well as future customer service and business support initiatives of $0.844 million in 2016.
- Additional costs for utility cut restoration, maintenance and hydro of $4.655 million in 2016.
- Incremental costs in 2017 will be partially offset by savings generated from the planned customer service and business support initiatives of $0.113 million.
- Approval of the 2015 Budget will result in the following total incremental net cost to maintain the 2014 service levels for the following services:
  - Water Treatment & Supply: $5.217 and $5.657 million in 2016 and 2017 respectively.
  - Wastewater Collection & Treatment: $8.712 million and $6.141million in 2016 and 2017 respectively.
  - Storm Water Management: $5.217 and $5.657 million in 2016 and 2017 respectively.

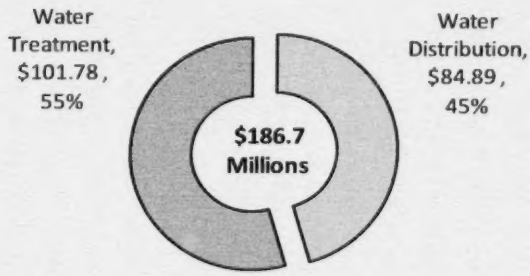
2015 Budget by Service: Water Treatment & Supply



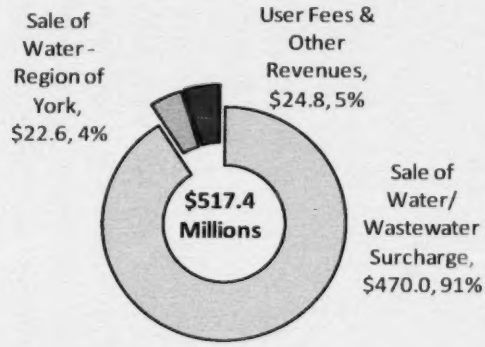
What We Do

- Treat and distribute drinking water in a safe, responsible manner in accordance with all legislated requirements.

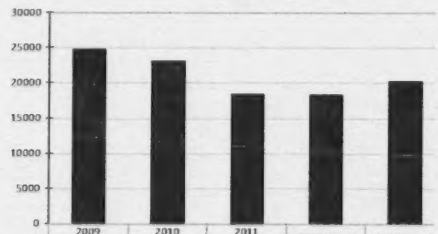
2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)


Sale of Water - Region of York, $22.6, 4%
User Fees & Other Revenues, $24.8, 5%
Sale of Water/ Wastewater Surcharge, $470.0, 91%
$517.4 Millions

Operating Cost for the Distribution/Transmission of Drinking Water per km of Water Distribution Pipe



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Operating Cost for the Distribution/Transmission of Drinking Water per km of Water Distribution Pipe	$24,722.11	$23,160.37	$18,410.19	$18,204.15	$20,182.90

- Operating costs for the Distribution/Transmission of Drinking Water per km of Water Distribution Pipe decreased from $24,722.11 in 2009 to $20,182.90 in 2013.

2015 Service Levels

Water Treatment & Supply

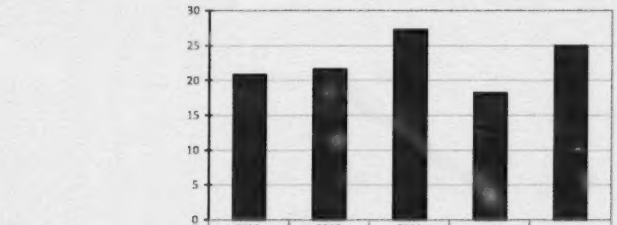
Activity	Sub-Activity/Type	Approved Service Levels			
		2012	2013	2014	2015
Water Distribution	Service Connections	Meeting the 40 to 100 psi requirement			Meeting the 40 to 100 psi requirement
	Water Distribution System	20.8 mainbreaks per 100 km of pipe			20.8 mainbreaks per 100 km of pipe
Water Treatment	Water Pumping Stations	317 kWh/ML of water pumped		340 kWh/ML of water pumped	340 kWh/ML of water pumped
	Water Treatment Plants	In compliance with all applicable legislation			In compliance with all applicable legislation
	Water Transmission Mains	Meeting velocity and headloss guidelines		Meeting velocity and headloss design guidelines	Meeting velocity and headloss design guidelines
	Water Storage Reservoirs	Consistently maintain 24 hrs of storage capacity		Meeting requirements for emergency storage and fire flows (consistently maintain 24 hours of storage capacity)	Meeting requirements for emergency storage and fire flows (consistently maintain 24 hours of storage capacity)

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Service Performance

Water Distribution

Number of Watermain Break per 100 km of Water Distribution Pipe

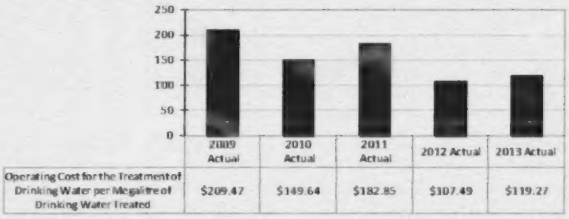


	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Number of Watermain Break per 100 km of Water Distribution Pipe (excluding connections)	20.8	21.6	27.3	18.2	$25.1

- Watermain breaks increased in 2013 as a result of extreme weather events and sudden extreme changes in temperature.
- Total watermain breaks were 1518 in 2013 compared to 1095 in 2012.

Water Treatment

Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated	$209.47	$149.64	$182.85	$107.49	$119.27

- Cost increased primarily for new corrosion control processes.
- Toronto Water's strategy of corrosion control is an effective long term solution for mitigating the potential health risks of lead in drinking water, while the removal of lead services (both public and private) also continues throughout the distribution system.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget		New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Water Distribution	84,616.7	85,172.6	(283.7)	84,888.9	272.2	0.0	8.8	**84,897.7**	281.0	0.3%	1,593.9	1.9%	1,529.8	1.8%
Water Treatment	96,323.7	101,714.5	65.4	101,779.9	5,456.3	5.7%	34.8	**101,814.8**	5,491.1	5.7%	3,648.1	3.6%	4,126.9	3.9%
Total Gross Exp.	180,940.4	186,887.1	(218.3)	186,668.9	5,728.5	3.2%	43.6	**186,712.5**	5,772.1	3.2%	5,241.9	2.8%	5,656.7	2.9%
REVENUE														
Water Distribution	463,776.3	472,872.5	3,656.1	476,528.6	12,752.3	2.7%		**476,528.6**	12,752.3	2.7%	12.3	0.0%		
Water Treatment	25,325.5	37,537.2	3,255.6	40,792.8	15,467.3	61.1%		**40,792.8**	15,467.3	61.1%	12.6	0.0%		
Total Revenues	489,101.8	510,409.8	6,911.7	517,321.4	28,219.6	5.8%		**517,321.4**	28,219.6	5.8%	24.8	0.0%		
CAPITAL CONTRIBUTION														
Water Distribution	379,159.6	(85,172.6)	3,939.8	391,639.7	12,480.1	3.3%	(8.8)	**391,630.9**	12,471.4	3.29%	(1,581.6)	(0.4%)	(1,529.8)	(0.4%)
Water Treatment	(70,998.1)	(101,714.5)	3,190.1	(60,987.1)	10,011.0	(14.1%)	(34.8)	**(61,022.0)**	9,976.2	(14.05%)	(3,635.5)	6.0%	(4,126.9)	6.4%
Total Capital Contribution	308,161.4	(186,887.1)	7,129.9	330,652.6	22,491.1	7.3%	(43.6)	**330,608.9**	22,447.5	7.28%	(5,217.1)	(1.6%)	(5,656.7)	(1.8%)
Approved Positions	784.4	788.5	(9.0)	779.5	(4.9)	(0.6%)	0.5	**779.9**	(4.4)	(0.6%)	(12.7)	(1.6%)	(0.8)	(0.1%)

The 2015 Operating Budget for Water Treatment and Supply is $186.712 million gross and $517.321 million in revenue, resulting in a $330.609 million budgeted capital-from-current contribution. It reflects an increase of $5.728 million or 3.2% over the 2014 Approved Budget gross expenditures and an increase of $22.491 million or 7.3% over the 2014 Approved Capital Contribution budget.

The ***Water Treatment & Supply Service*** treats and supplies 493 billion liters of safe drinking water to 3.4 million residents and business annually, in a safe, responsible manner in accordance with all legislated requirements. This service is provided through *Water Distribution* and *Water Treatment* activities.

- Base budget pressures in Water Treatment and Supply Service are primarily due to:
  - Inflationary costs for salaries and benefits and progression pay and step increases totaling $2.146 million. These costs are allocated to each activity based on staffing and salary levels, reflecting the larger staff complement required for *Water Distribution* (506 positions) compared to *Water Treatment* activity (274 positions).
  - Increased utility costs and costs of other materials and supplies totaling $3.282 million, which are mostly related to higher usage of power and chemicals in *Water Treatment* plants ($2.964 million).
  - Annualizations and other base changes of $3.352 million, due to higher costs and increased volumes of utility cut repair work, as well as legislative requirements for Ontario One Call Program related to *Water Distribution Activity*, and increased *Wastewater Treatment* cost.
- To help mitigate the base pressures, the service was able to achieve savings through various cost reduction initiatives including line by line review ($0.333 million), and annualized revenues from backflow prevention reporting and other fees ($0.274 million) in both, *water distribution and water treatment* activity, and restructuring of the capital works delivery unit and implementation of automated meter reader program *in water distribution* activity ($0.939 million).
- In addition, the service used revenue generating strategies that resulted in increased revenues for *water distribution* activity mainly though new service connections ($3.541 million) and *water treatment* activity from private water agreements ($2.236 million).
- The 2015 Operating Budget for the Water Distribution and Supply service includes funding for the emergency preparedness unit enhancement, costs of which are allocated uniformly to all activities and services.
- Overall, the Water Treatment and Supply service generated non-sale of water revenues that not only offset increased costs of this service, but also provided additional $1.760 million in funding for pressures in other services as shown in table below.

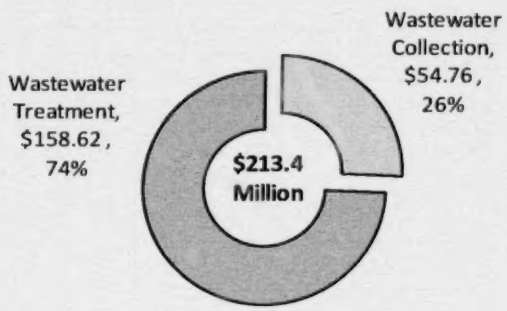
(In $000s)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	180,940.4	186,712.5	5,772.1	3.2%
Revenue Excluding Sale of Water	17,222.3	24,754.7	7,532.4	43.7%
Net Expenditure	163,718.1	161,957.8	(1,760.3)	-1.1%
Sale of Water Revenue	450,328.8	469,956.8	19,627.9	4.4%
Sale of Water Revenue - Region of York	21,550.7	22,610.0	1,059.3	4.9%
Total Sale of Water Revenue	471,879.5	492,566.8	20,687.2	4.4%
Capital Contribution	308,161.4	330,608.9	22,447.5	7.3%

2015 Budget By Service: Wastewater Collection &Treatment

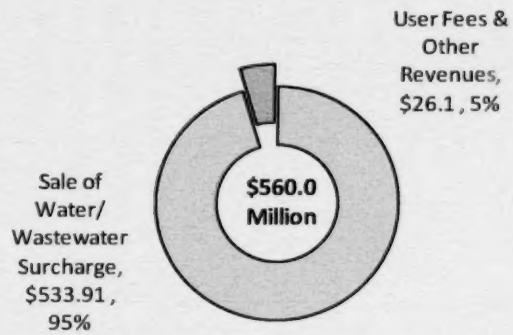
What We Do

- Collect and treat wastewater in a safe, responsible manner in accordance with all legislated requirements.

2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)



Operating Cost of Wastewater Collection/Conveyance per km of Pipe

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Operating Cost of Wastewater Collection/Conveyance per km of Pipe	$19,706.90	$15,816.40	$18,041.34	$12,335.99	$15,124.75

- Cost increased primarily due to higher than expected inflationary increases for energy and chemicals.
- Hydro is a major cost of pumping wastewater to treatment facilities.

2015 Service Levels

Wastewater Collection &Treatment

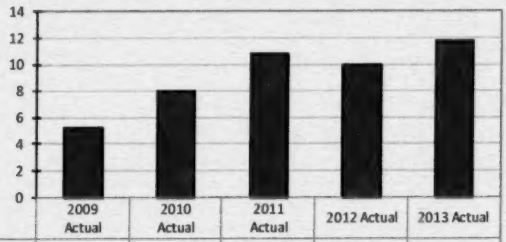
Activity	Sub-Activity/Type	Approved Service Levels 2012 2013 2014	2015
Wastewater Collection	Lateral Connection	Basement flooding being reduced through capital investment	Basement flooding being reduced through capital investment
	Wastewater Collection System	5.27 mainline backups per 100 km of pipe	5.27 mainline backups per 100 km of pipe
Wastewater Treatment	Solids Management	Consistently meeting compliance limits in Nutrient Management Act	Consistently meeting compliance limits in Nutrient Management Act
	Wastewater Treatment Plants	In compliance with all applicable legislation	In compliance with all applicable legislation
	Wastewater Pumping Stations	Meeting legislative compliance	Meeting legislative compliance

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Service Performance

Wastewater Collection

Annual Number of Wastewater Main Backups per 100km of Wastewater Main

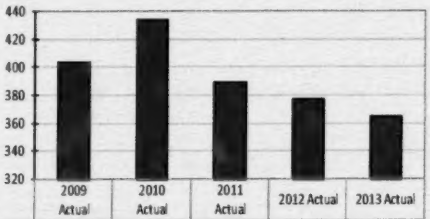


	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Operating Cost of Wastewater Collection/Conveyance per km of Pipe	$5.27	$8.01	$10.79	$9.96	$11.79

- Annual number of wastewater main backups per 100 km increase from $5.27 in 2009 to $11.79 in 2013.

Wastewater Treatment

Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated Title



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated	$403.99	$434.59	$389.21	$376.99	$364.75

- Cost (per mega litre of sewage treated) decreased primarily due to increased stormwater flows resulting from higher than average precipitation.
- Long term costs are expected to increase in line with the increased cost of chemicals, utilities and services.
- In addition, components of the new Federal effluent regulations which will come into effect January 1st, 2015, will generate added cost. The regulation imposes new and stricter guidelines on the quality of treated wastewater discharged to the environment.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Wastewater Collection	53,950.7	55,043.6	(283.7)	54,759.9	809.3	0.0	6.0	54,765.9	815.3	1.5%	1,826.3	3.3%	963.0	1.7%
Wastewater Treatment	151,208.5	158,557.5	65.4	158,623.0	7,414.5	4.9%	35.9	158,658.8	7,450.3	4.9%	6,926.9	4.4%	5,178.2	3.1%
Total Gross Exp.	205,159.2	213,601.1	(218.3)	213,382.9	8,223.7	4.0%	41.9	213,424.8	8,265.6	4.0%	8,753.3	4.1%	6,141.1	2.7%
REVENUE														
Wastewater Collection	515,866.6	521,172.9	3,656.1	524,829.0	8,962.4	1.7%		524,829.0	8,962.4	1.7%	27.3	0.0%		
Wastewater Treatment	14,420.6	31,974.7	3,255.6	35,230.2	20,809.6	144.3%		35,230.2	20,809.6	144.3%	14.4	0.0%		
Total Revenues	530,287.3	553,147.6	6,911.7	560,059.3	29,772.0	5.6%		560,059.3	29,772.0	5.6%	41.7	0.0%		
CAPITAL CONTRIBUTION														
Wastewater Collection	461,916.0	(55,043.6)	3,939.8	470,069.1	8,153.1	1.8%	(6.0)	470,063.1	8,147.1	1.8%	(1,799.1)	(0.4%)	(963.0)	(0.2%)
Wastewater Treatment	(136,787.8)	(158,557.5)	3,190.1	(155,367.4)	(18,579.5)	(9.8%)	(35.9)	(123,428.6)	13,359.3	(9.8%)	(6,912.5)	5.6%	(5,178.2)	4.0%
Total Capital Contribution	325,128.1	(213,601.1)	7,129.9	346,676.4	21,548.3	6.6%	(41.9)	346,634.5	21,506.4	6.6%	(8,711.6)	(2.5%)	(6,141.1)	(1.9%)
Approved Positions	836.0	840.3	1.7	842.0	6.0	0.7%	0.4	842.5	6.4	0.8%	4.7	0.6%	0.3	0.0%

The 2015 Operating Budget for Wastewater Collection & Treatment is $213.383 million gross and $560.059 million in revenue, resulting in a $346.676 million in a capital-from-current contribution. It reflects an increase of $8.224 million or 4.0% over the 2014 Approved Budget gross expenditures and an increase of $21.548 million or 6.6% over the 2014 Approved Budget Capital Contribution.

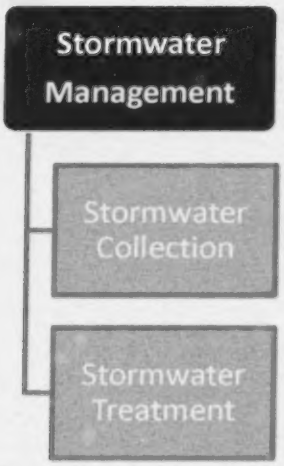
The ***Wastewater Collection & Treatment Service*** collects and treats 438 billion liters of wastewater annually, in a safe, responsible manner in accordance with all legislated requirements. This service is provided through *Wastewater Collection* and *Wastewater Treatment* activities.

- Base budget pressures in Wastewater Collection and Treatment Service are primarily due to:
  - Inflationary costs for salaries and benefits and progression pay and step increases totaling $2.209 million. These costs are allocated to each activity based on staffing and salary levels, reflecting the larger staff complement required for *Wastewater Treatment* (524 positions) compared to *Wastewater Collection* activity (317 positions).
  - Increased utility costs and costs of other materials and supplies totaling $3.561 million, which are predominantly related to higher usage of power and chemicals in *Wastewater Treatment* plants ($3.352 million).
  - Annualizations and other base changes of $2.191 million, due to higher costs and increased volumes of utility cut repairs, as well as legislative requirements for Ontario One Call Program related to *Wastewater Collection Activity*, and additional costs for *Wastewater Treatment* activity resulting from the legislative effluent control requirements under the Fisheries Act, increased wastewater treatment costs, and operating requirements due to previously completed wastewater treatment plant upgrades.
- To help mitigate the base pressures, the service was able to achieve savings through various cost reduction initiatives including line by line review ($0.160 million) and annualized revenues from backflow prevention reporting and other fees ($0.113 million) in both, *Wastewater Collection and Wastewater Treatment* activity.
- In addition, the service used revenue generating strategies that resulted in increased revenues for *Wastewater Collection* activity mainly though new service connections ($2.012 million) and *Wastewater Treatment* activity from sanitary discharge agreements and other revenues ($0.890 million).
- The 2015 Operating Budget for Wastewater Collection and Treatment service includes funding for the enhancement of Toronto Water's emergency preparedness unit, costs of which are allocated uniformly to all activities and services.

- Overall, the *Wastewater Collection and Treatment Service* net expenditure increase, shown in table below, was the highest among services, and was partially offset through additional revenues generated by Water Supply and Treatment service.

(In $000s)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	205,159.2	213,424.8	8,265.6	4.0%
Revenue Excluding Sale of Water	22,422.0	26,148.4	3,726.4	16.6%
Net Expenditure	182,737.2	187,276.3	4,539.2	2.5%
Sale of Water Revenue	507,865.3	533,910.9	26,045.6	5.1%
Sale of Water Revenue - Region of York	-	-	-	-
Total Sale of Water Revenue	507,865.3	533,910.9	26,045.6	5.1%
Capital Contribution	325,128.1	346,634.6	21,506.4	6.6%

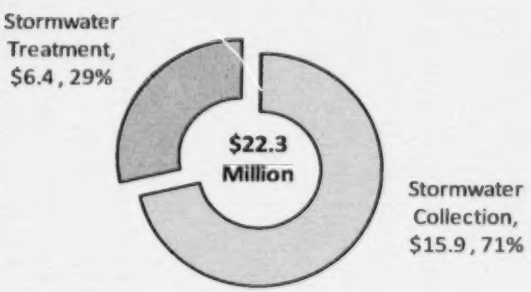
2015 Budget by Service: Stormwater Management



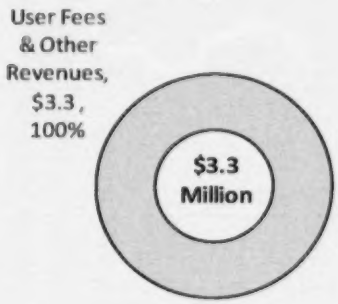
What We Do

- Collect and treat stormwater in a safe, responsible manner in accordance with all legislated requirements.

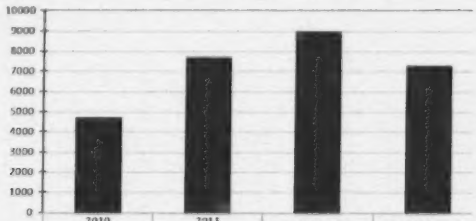
2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)



Operating Costs of Urban Stormwater Management per km of Drainage System



	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Operating Costs of Urban Stormwater Management per km of Drainage System $1,232.23	$4,708.70	$7,718.16	$8,961.97	$7,259.27

- Toronto Water is incurring additional storm water management costs in response to weather events and basement flooding occurrences.
- Cost incurred include additional preventative maintenance to improve the health of the City's waterways and reducing basement flooding.

2015 Service Levels

Stormwater Management

Activity	Sub-Activity/Type	Approved Service Levels 2012 2013 2014	2015
Stormwater Collection	Stormwater Collection System	Cost of storm pipes maintained is $1232/km	Cost of storm pipes maintained is $1232/km
	Stormwater Storage Facilities	Meeting all Certificate of Approval requirements	Meeting all Certificate of Approval requirements
Stormwater Treatment	Stormwater Treatment Facilities	Meeting all Certificate of Approval requirements	Meeting all Certificate of Approval requirements
	Stormwater Conveyance & Control System	Meeting all Certificate of Approval requirements	Meeting all Certificate of Approval requirements

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Stormwater Collection	15,538.5	15,849.1	68.9	15,918.0	379.5	0.0	5.8	15,923.8	385.3	2.5%	693.8	4.4%	349.1	2.1%
Stormwater Treatment	6,078.0	6,385.3	1.4	6,386.6	308.6	5.1%	4.0	6,390.7	312.6	5.1%	216.1	3.4%	167.3	2.5%
Total Gross Exp.	21,616.5	22,234.4	70.3	22,304.6	688.1	3.2%	9.8	22,314.4	697.9	3.2%	909.9	4.1%	516.4	2.2%
REVENUE														
Stormwater Collection	1,906.2	2,045.2	407.7	2,453.0	546.8	28.7%		2,453.0	546.8	28.7%	24.4	1.0%		
Stormwater Treatment	791.2	838.1	0.9	839.0	47.9	6.1%		839.0	47.9	6.1%	3.0	0.4%		
Total Revenues	2,697.4	2,883.4	408.7	3,292.0	594.7	22.0%		3,292.0	594.7	22.0%	27.4	0.8%		
CAPITAL CONTRIBUTION														
Stormwater Collection	(13,632.3)	(15,849.1)	338.8	(13,465.0)	167.3	(1.2%)	(5.8)	(13,470.8)	161.5	(1.2%)	(669.4)	5.0%	(349.1)	2.5%
Stormwater Treatment	(5,286.9)	(6,385.3)	(0.5)	(5,547.6)	(260.7)	4.9%	(4.0)	(5,551.6)	(264.8)	5.0%	(213.2)	3.8%	(167.3)	2.9%
Total Capital Contribution	(18,919.1)	(22,234.4)	338.4	(19,012.6)	(93.5)	0.5%	(9.8)	(19,022.4)	(103.3)	0.5%	(882.5)	4.6%	(516.4)	2.5%
Approved Positions	131.3	131.9	0.3	132.2	0.9	0.7%	0.1	132.3	1.0	0.8%	2.9	2.2%	(0.5)	(0.3%)

The 2015 Operating Base Budget for Stormwater Management Service is $22.305 million gross. It reflects an increase of $0.688 million or 3.2% over the 2014 Approved Budget gross expenditures. Stormwater Management service does not generate any capital-from current contribution as its revenues are not sufficient to cover gross expenditures for this service. $19.013 million in Water Treatment & Supply and Wastewater Collection & Treatment revenues that would otherwise be directed to capital-from-current contributions are required to support the Stormwater Management service operating requirements.

The ***Stormwater Management Service*** protects private property and the environment from stormwater runoff. This service is provided through *Stormwater Collection* and *Stormwater Treatment* activities.

- Base budget pressures in Wastewater Collection and Treatment Service are primarily due to:

- Inflationary costs for salaries and benefits and progression pay and step increases totaling $0.373 million. These costs are allocated to each activity based on staffing and salary levels, reflecting the larger staff complement required for *Stormwater Treatment* (132 positions) compared to *Stormwater Collection* activity (102 positions).
- Annualizations and other base changes of $0.150 million, due to higher costs and increased volumes of utility cut repairs, as well as legislative requirements for Ontario One Call Program related and the legislative effluent control requirements under the Fisheries Act related to *Stormwater Collection Activity*, and additional annual contribution of $0.112 million to the Toronto and Region Conservation Agency (TRCA)'s Operating Budget for *Wastewater Treatment* activity.

- To help mitigate the base pressures, the service was able to achieve savings through various cost reduction initiatives including line by line review ($0.009 million), and annualized revenues from backflow prevention reporting and other fees ($0.226 million) in both, *Stormwater Collection and Stormwater Treatment* activity.
- In addition, the service was allocated $0.427 million in revenues generated through various initiatives including inflationary increases of user fees.
- The 2015 Operating Budget for the Stormwater Management service includes funding to expand Program's emergency preparedness, costs of which are allocated uniformly to all activities and services.
- Overall, the *Stormwater Service* net expenditure increase, shown in table below, was higher than its revenue increase, and was partially offset through revenues generated by the Water Supply and Treatment service.

(In $000s)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	21,616.5	22,314.4	697.9	3.2%
Revenue Excluding Sale of Water	2,697	3,292.1	594.7	22.0%
Net Expenditure	18,919.1	19,022.4	103.2	0.5%
Sale of Water Revenue				
Sale of Water Revenue - Region of York				
Total Sale of Water Revenue				
Capital Contribution	(18,919.1)	(19,022.4)	(103.2)	0.5%

Toronto Water

2015 – 2024 Capital Budget and Plan Overview

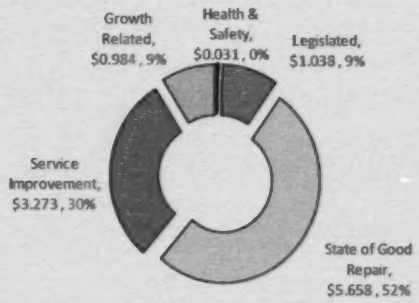
Toronto Water is responsible for water treatment and supply; wastewater collection and treatment; and stormwater management across the City. It services 3.4 million residents and businesses in Toronto and portions of York and Peel Region.

The estimated replacement value of Toronto Water's inventory of capital assets is $28.256 billion. Toronto Water maintains two categories of capital assets, linear infrastructure, such as distribution (5,501 km) and transmission (549 km) watermains, sanitary (3,935 km), combined (1,524 km) and storm (4,969 km) sewers; and facilities/plant assets such as water filtration (4) and waste water treatment plants (4), water (18) and wastewater pumping stations (84), reservoirs, storage and detention tanks.

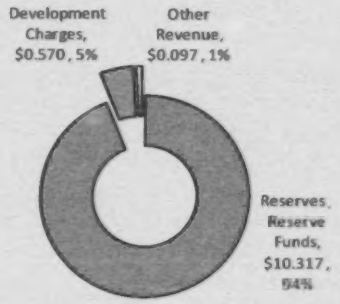
While the State of Good Repair (SOGR) projects remain a priority given the significant backlog in infrastructure renewal, considerable funding is added in the 2015-2024 Capital Budget and Plan to increase investments in the underfunded Basement Flooding Protection and Wet Weather Flow Master Plan projects.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

By the end of 2014, Toronto Water will complete the following projects:

- Corrosion control system on-line at all four water treatment plants ($8.0 million)
- Basement flooding Projects including the subsidy program($61.0 million)
- 38 km of watermain replacement ($57.0 million) and 42 km of structural watermain lining ($26.0 million)
- 15 km of sewer replacement ($30.0 million) and 85 km of sewer rehabilitation ($27.0 million)

Strong progress on the following contracts across the Waste Water Treatment Plans (WWTP) which have numerous active multi-year contracts at various stages of construction; none completed in 2014, however significant construction progress has been undertaken:

- Asbridges Bay Treatment Plant Fine Bubble Aeration Tank 2 ($11.0 million total) - $4.0 million in 2014
- Asbridges Bay Treatment Plant Standby Power Generation ($13.0 million total) - $5.0 million in 2014
- Asbridges Bay Treatment Plant P building upgrades ($143.0 million total) - $26.0 million in 2014
- Highland Creek Treatment Plant Biosolids upgrades ($55.0 million total) – $7.0 million in 2014
- Highland Creek Treatment Plant Odour control upgrades ($65.0 million total) - $2.0 million in 2014
- Humber Treatment Plant Chlorine facility upgrades ($10.0 million total) - $4.0 million in 2014
- Humber Treatment Plant New Substation ($21.0 million total) - $5 million in 2014
- Humber Treatment Plant, Gas Compressor upgrades ($23.0 million total) - $5.0 million in 2014
- Humber Treatment Plant Odour Control ($53.0 million total) - $5.0 million in 2014
- Automated Meter Reader Project - $47.0 million in 2014

Key Challenges & Priority Actions

Aging Infrastructure – Capital renewal backlog is estimated at $1.641 billion (2013 estimates).

- ✓ The 10-Year Capital Plan funding of $5.658 billion for SOGR will eliminate accumulated backlog.

Strict Regulatory Control and Oversight – The water and wastewater industry continues to experience increased legislative and regulatory reform.

- ✓ The 10-Year Capital Plan includes funding of $198.3 million for a design and construction of a new effluent disinfection system at the Ashbridges Bay Water Treatment Plant to meet the most recent federal regulations.

Extreme Weather Events - Significant Long-Term Unfunded Pressures Approximately $766 million in unfunded capital pressures over the 10-year planning horizon (with another $1.87 billion post 2023) has been identified , most notably to manage basement flooding across the City, which is being caused by more frequent severe storms.

- ✓ The 10-Year Capital Plan includes an added $654.572 million for Basement Flooding and Wet Weather Flow projects that will help City's resiliency to extreme weather events, made possible by water rates.

Long-term Financial Sustainability - The 10-Year Capital Plan relies primarily on successive water rate increases, based on the 2014 Council's direction to reflect a water rate increase of 8% in the years 2015, 2016 and 2017 for planning purposes.

- ✓ In addition to water rate increases of 8% in the years 2015 and 2016 and 5% in 2017 and 2018, a report titled *"Stormwater Charge as a Funding Option for Investing in Toronto Water Infrastructure"* will be presented for consideration in early 2015 to support Toronto Water's financial sustainability for stormwater management projects.

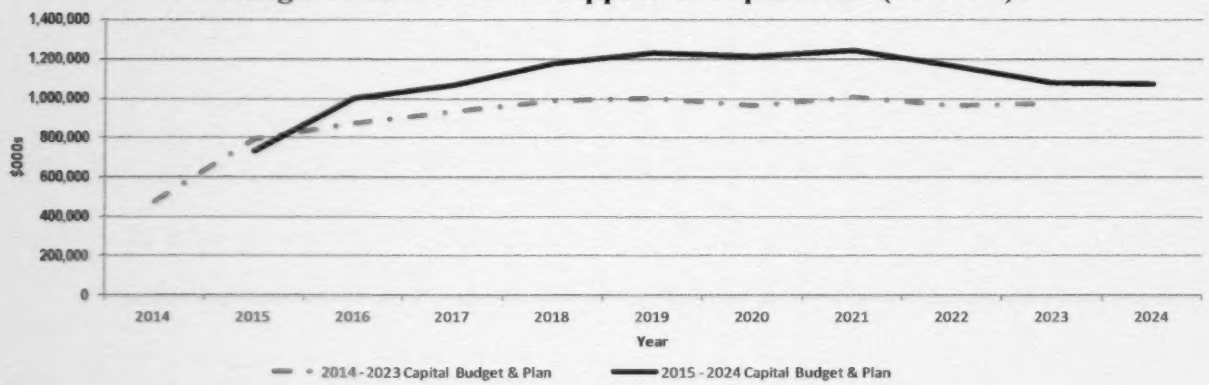
2015 Capital Budget Highlights

The 2015 Capital Budget provides funding of $782.403 (including carry forward funding) million to:

- Continue state of good repair projects to address infrastructure renewal such as District Watermain Replacement and Rehabilitation ($126.861 million), Sewer System Replacement and Rehabilitation ($57.282 million) and Reservoir and Pumping Station ($12.159 million);
- Continue the Basement Flooding Protection projects ($62.965 million), implementation of the Wet Weather Flow Master Plan ($47.918 million), and Erosion Control projects ($12.569 million)
- Begin the R.C Harris Water Treatment Plant's Rehabilitation of the Settling Basin Roof ($25.0 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	476,713	794,448	871,282	934,105	988,854	1,003,283	961,214	1,006,708	965,292	978,763		8,980,662
2015 - 2024 Capital Budget & Plan		729,261	1,001,027	1,067,880	1,175,867	1,234,304	1,211,437	1,245,351	1,168,485	1,079,178	1,071,300	10,984,090
Change %		8.2%	14.9%	14.3%	18.9%	23.0%	26.0%	23.7%	21.0%	10.3%		22.3%
Change $		65,187	129,745	133,775	187,013	231,021	250,223	238,643	203,193	100,415		2,003,428

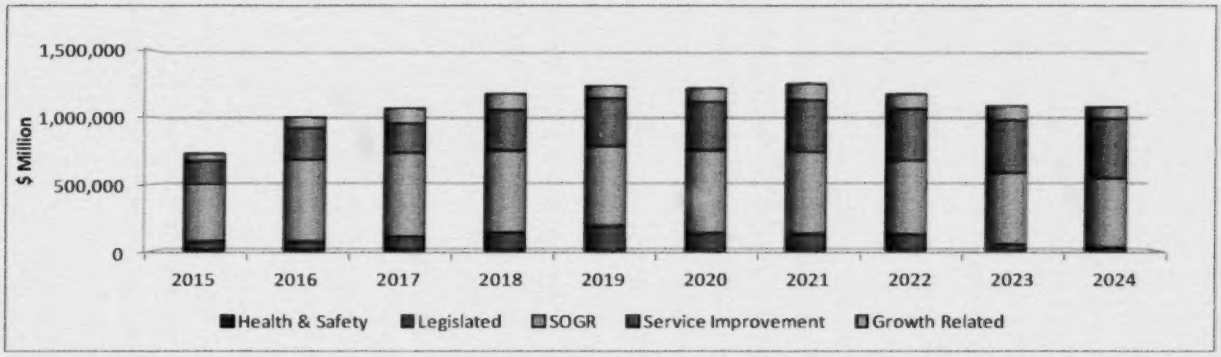
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair (including Health & Safety and Legislated projects)													
Watermain Rehabilitation (Cleaning & Lining)	N/A	49,218	62,572	70,041	69,438	67,512	67,705	72,052	73,901	74,003	74,108	**680,550**	N/A
Watermain Replacement	N/A	55,592	76,877	72,055	85,000	92,000	100,000	104,000	106,000	106,000	106,000	**903,524**	N/A
Water Service Repair	N/A	19,292	27,169	27,248	28,008	28,483	28,972	29,476	29,996	29,713	30,239	**278,596**	N/A
Sewer System Rehabilitation	N/A	32,524	34,820	30,100	49,500	50,000	56,650	58,345	60,036	60,036	60,036	**492,047**	N/A
Sewer Replacement Program	N/A	23,042	36,938	42,391	41,900	46,786	50,000	55,000	55,000	55,000	55,000	**461,057**	N/A
Linear Infrastructure Engineering	N/A	53,543	67,323	65,615	60,352	62,723	76,259	68,126	61,748	63,081	59,235	**638,005**	N/A
Transmission Watermains	N/A	21,835	19,945	9,697	3,518	3,105	2,250	5,250	5,250	5,250	5,250	**81,350**	N/A
R.L. Clark Water Treatment Plant	N/A	11,828	10,840	22,212	13,895	5,375	10,150	20,150	20,150	150	150	**114,900**	N/A
R.C. Harris Water Treatment Plant	N/A	6,613	17,182	12,885	18,358	14,507	14,650	11,500	1,700	500	500	**98,395**	N/A
FJ Horgan Treatment Plant	205,440	2,061	4,200	5,283	3,250	620	1,024	775	675	200	200	**18,288**	223,728
Island Water Treatment Plant	N/A	3,050	8,239	9,560	7,825	7,625	2,575	385	525	375	525	**40,684**	N/A
Trunk Sewer & Sewage Pumping Stations	N/A	26,693	28,550	27,847	27,784	26,096	25,011	25,000	25,000	25,000	25,000	**261,981**	N/A
Ashbridges Bay Wastewater Treatment Plant (ABTP)	N/A	69,313	117,750	184,368	224,763	257,069	203,107	191,159	176,849	108,820	65,140	**1,598,338**	N/A
Highland Creek Wastewater Treatment Plant (HCTP)	N/A	28,478	63,492	43,460	32,600	24,545	10,520	18,650	25,500	19,400	11,130	**277,775**	N/A
Humber Wastewater Treatment Plant	N/A	56,589	57,026	70,337	55,483	55,680	59,305	45,880	2,325	4,245	16,125	**422,995**	N/A
Stream Restoration & Erosion Control	N/A	13,266	11,995	12,049	11,036	15,675	15,410	14,910	12,310	12,310	13,310	**132,271**	N/A
Other Projects	N/A	26,994	37,246	25,361	14,558	21,817	24,685	17,235	17,360	18,910	21,535	**225,701**	N/A
Sub-Total		**499,931**	**682,164**	**730,509**	**747,268**	**779,618**	**748,273**	**737,893**	**674,325**	**582,993**	**543,483**	**6,726,457**	
Service Improvements													
Basement Flooding Relief	N/A	62,080	82,833	129,094	167,069	176,625	178,204	183,747	189,090	188,440	188,440	**1,545,622**	N/A
Don & Waterfront Trunk CSO	N/A	6,150	12,601	4,000	28,546	52,180	54,180	56,180	106,807	90,680	116,500	**527,824**	N/A
Wet Weather Flow - Implementation Projects	N/A	34,888	41,217	29,332	39,065	35,271	41,134	52,799	40,037	57,158	95,782	**466,683**	N/A
Highland Creek Wastewater Treatment Plant - Solids & Gas Handling	N/A	3,957	9,305	11,420	31,775	58,032	71,383	68,050	20,285	16,250		**290,457**	N/A
Ashbridges Bay Wastewater Treatment Plant - Liquid Treatment & Handling	N/A	4,423	4,970	6,242	8,595	5,660	1,050	10,000	10,000	20,000	22,000	**92,940**	N/A
Water Meter Program (AMR)	172,353	26,920	30,367	2,515								**59,802**	232,155
Other Projects	N/A	36,418	55,143	37,898	30,731	32,936	17,467	17,286	18,324	21,414	22,284	**289,901**	N/A
Sub-Total		**174,836**	**236,436**	**220,501**	**305,781**	**360,704**	**363,418**	**388,062**	**384,543**	**393,942**	**445,006**	**3,273,229**	
Growth Related													
New Service Connections	N/A	26,082	26,180	18,452	24,601	22,254	22,411	22,574	22,741	22,913	23,091	**231,299**	N/A
New Sewer Construction	N/A	9,170	13,680	15,680	15,680	17,680	14,000	14,000	14,000	14,000	14,000	**141,890**	N/A
Trunk Sewers & Pumping Stations	N/A	-	600	800	5,500	8,500	10,000	10,000	25,000	25,000	25,000	**110,400**	N/A
Trunk Water Mains	N/A	798	11,850	38,800	35,170	11,350	13,550	34,920	24,525	11,000	600	**182,563**	N/A
Lawrence Allan Revitalization Plan	N/A	6,338	3,354	18,078	2,127	3,531						**33,428**	N/A
Regent Park Capital Contribution	N/A	1,167	1,803	475	1,090	632	37	54	31			**5,289**	N/A
Other Projects	N/A	10,939	24,960	24,585	38,650	30,035	39,748	37,848	23,320	29,330	20,120	**279,535**	N/A
Sub-Total		**54,494**	**82,427**	**116,870**	**122,818**	**93,982**	**99,746**	**119,396**	**109,617**	**102,243**	**82,811**	**984,404**	
Total Expenditures by Category		**729,261**	**1,001,027**	**1,067,880**	**1,175,867**	**1,234,304**	**1,211,437**	**1,245,351**	**1,168,485**	**1,079,178**	**1,071,300**	**10,984,090**	
Major IT Projects													
Busines System Infrastructure	N/A	5,740	3,929	1,004	1,007	637	587	2,011	1,234	1,409	1,379	**18,937**	N/A
Asset Management Implementation	N/A		500	1,000	1,000	1,000	1,000	1,000	1,000	500		**7,000**	N/A
Busines IT Projects	N/A												N/A
Business Intelligence Initiatives	N/A	280										**280**	N/A
Backflow Inspection Portal	N/A		200	200								**400**	N/A
Total Major IT Projects		**6,020**	**4,629**	**2,204**	**2,007**	**1,637**	**1,587**	**3,011**	**2,234**	**1,909**	**1,379**	**26,617**	

**Life to date approved cashflows are provided for multi-year capital projects with cashflow approvals prior to 2015, excluding on-going capital projects such as linear infrastructure and facility/plant capital maintenance projects.*

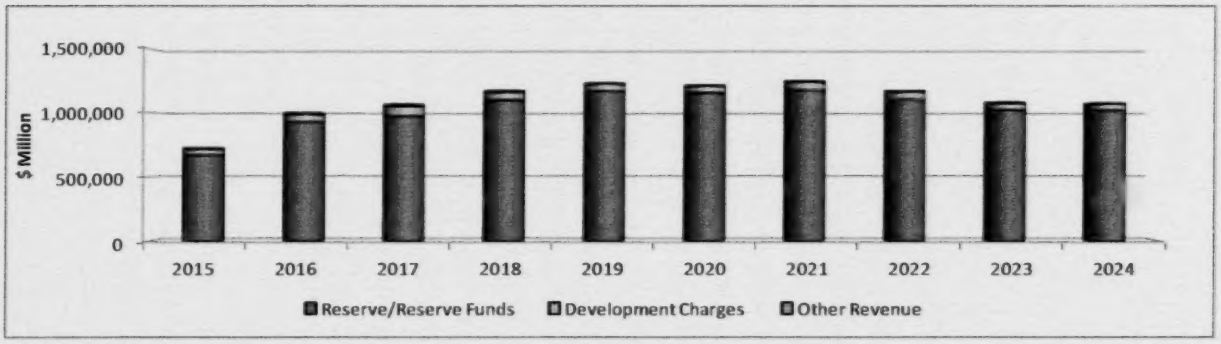
Chart 2
2015 – 2024 Capital Plan by Project Category (In $000s)



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Water of $10.984 billion predominantly provides funding for State of Good Repair (SOGR) projects (including Health and Safety and Legislated projects), which represents $5.658 million or 61% of total funding over the 10-year period.

- Health and Safety projects account for approximately 0.3% or $30.614 million and it is allocated mostly within the first 5 years of the 10-Year Capital Plan period in order to improve the safety and upgrade electrical systems at Ashbridges Bay, Humber and North Toronto wastewater treatment plants.
- Legislated projects represent 9.4% or $1.038 billion of total funding. These projects are required to comply with existing and emerging provincial and federal legislation. Funding for Legislative projects is expected to increase in future years as regulations governing water supply and wastewater treatment continue to become more stringent.
- State of Good Repair drive Toronto Water's capital program and remain at stable levels over the period in order to ensure the continued reduction and possible elimination of Toronto Water's infrastructure renewal backlog by 2024, estimated at $1.641 billion at the end of 2013.
- Service Improvement projects represent approximately 30% or $3.273 billion of total funding in the 10-Year Capital Plan. Capital funding for these projects increases consistently over the 10 year period, from $174.836 million in 2015 to $445.006 million in 2024, primarily due to anticipated increase in funding from water rates that have allowed Toronto Water to include the majority of previously unfunded Basement Flooding and Wet Weather Flow service improvement projects in its 10-Year Capital Plan.
- Growth projects constitute about 9% or $984.404 million of the total. Funding for anticipated growth projects such as new and enhanced watermains and service connections is consistent over the 10-Year Capital Plan period, averaging $34.075 million per year. However, funding for planned significant stand alone projects will vary from year to year based on growth requirements.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



Over the 10-year planning horizon, Toronto Water's Capital Plan continues to be 100% funded by rate revenues and does not require debenture financing.

- The 10-Year Capital Plan of $10.984 billion will be funded primarily from the Program's reserves, representing approximately 93.9% or $10.317 billion of total capital financing.
  - Capital funding from Toronto Water reserves increases from $672.846 million in 2015 to $1.174 billion in 2021. This increase in reserve funding coincides with the planned water rate increases to fund the implementation schedules for large capital projects such as Ashbridges Bay Waste Water Treatment Plant disinfection and outfall construction projects, Highland Creek Biosolids project and Basement Flooding Protection projects.
  - The 10-Year Capital Plan is based on planned water rate increases of 8% (2015 and 2016), followed by 5% (2017 and 2018), and 3% thereafter.
- Development Charges (DC) provide approximately 5.2% or $570.013 million of financing included in the 10-Year Capital Plan. The use of Development Charge funding has been maximized based on project eligibility resulting in an increase in funding of $130.234 million from the 2014 – 2023 Approved Capital Plan. This increase in development charge funding will assist Toronto Water in maintaining a relatively healthy reserve balance, while accommodating increased capital funding needs.
- Other revenues, such as capital cost sharing with York Region represent 0.9% or $96.654 million of total capital financing.

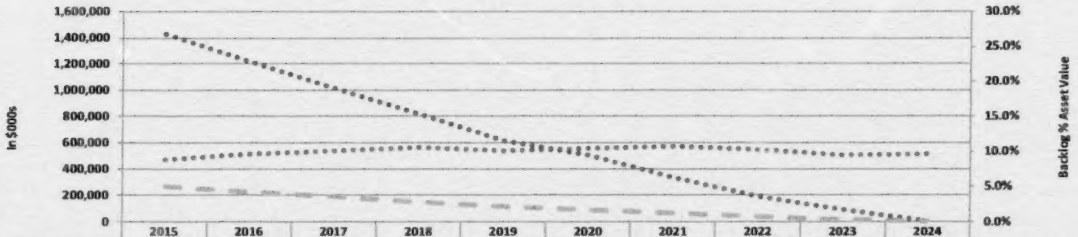
Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previosly Approved Projects														
Dufferin Reservoar Expansion	27.0										27.0		27.0	
Ashbridges Bay Process & Equipment	100.0										100.0		100.0	
Ashbridges Bay Odour Control	175.0										175.0		175.0	
Ashbridges Bay WWTP "D" Building and Biofilter	300.0										300.0		300.0	
Ashbridges Bay WWTP - New Generators	155.0										155.0		155.0	
Humber Treatment Plant - Chlorine Facility Upgrades	100.0	1.0									100.0	1.0	100.0	1.0
Humber Treatment Plant - Odour Control	95.0										95.0		95.0	
Automated Water Meter Program	(331.0)	(7.0)	(1,340.0)	17.0							(1,671.0)	(24.0)	(1,671.0)	(24.0)
Humber Treatment Plant - Cogeneration Upgrades					(600.0)						(600.0)		(600.0)	
Highland Creek WWTP Process and Facility Upgrades - Biosolids Treatment Upgrades							5,220.0		5,530.0		10,750.0		10,750.0	
Highland Creek WWTP Process and Facility Upgrades - Corosion Control	15.0		63.0		52.0						130.0		130.0	
Laboratory Equipment (Warranty Expiry)	45.0										45.0		45.0	
Transmission Operations Optimiser			100.0	1.0							100.0	1.0	100.0	1.0
Business IT Projects									250.0	2.0	250.0	2.0	250.0	2.0
Waterfront/ Last Bay					240.0						240.0		240.0	
CCTV Inspection	139.5	2.0	128.7	1.0	87.1	1.0					355.3	4.0	355.3	4.0
Basement Flooding Relief			100.0		100.0		53.0				253.0		253.0	
SWM End of Pipe Facilities - North Toronto			50.0								50.0		50.0	
New Projects - Future Years														
SWM End of Pipe Facilities - Etobicoke Waterfront													50.0	1.0
Wet Weather Flow Master Plan									115.0	1.0	115.0	1.0	115.0	1.0
Ashbridges Bay WWTP - Desinfection Construction					103.0	1.0					103.0	1.0	2,607.0	1.0
Total														
Program (Net)	820.5	(4.0)	(898.2)	(15.0)	(17.9)	2.0	5,273.0	-	5,895.0	3.0	11,072.4	(14.0)	13,626.4	(13.0)

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $13.626 million net over the 2015 – 2024 period, as shown in the table above. Approved permanent positions will decrease by 13 over the 10-year time frame. The operating cost increase is comprised of funding to sustain the following capital projects:

- As a result of previously approved projects, new buildings and processes will be operational in 2015 and 2016. Toronto Water requires additional chemicals, energy and utilities, as well contracted services for the Ashbridges Bay and Highland Creek Wastewater Treatment plants. There will be also need for additional positions at the Humber Treatment Plant. Savings of $0.600 million will be generated in 2017 as a result of cogeneration facility upgrades at the Humber WWT Plant.
- There will be operating cost increases, including additional positions emanating from the implementation of the Wet Weather Flow Master Plan projects including the future storm water and combined sewer overflow management End of Pipe Facilities projects at Etobicoke and Scarborough waterfronts, as well as from Ashbridges Bay WWTP effluent system upgrades.
- A total of 4 new positions will be added for linear infrastructure CCTV inspection scans, while the water services transmission optimization process requires one new position in 2016.
- It should be noted that there will be a net reduction of 7 positions in 2015 and 17 positions in 2016, due to the implementation of automated meter reading system, resulting in total savings of $1.671 million over the two year period.

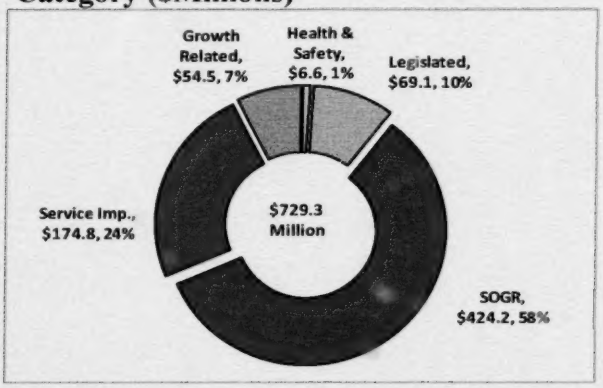
Chart 4
SOGR Funding & Backlog (In $000s)



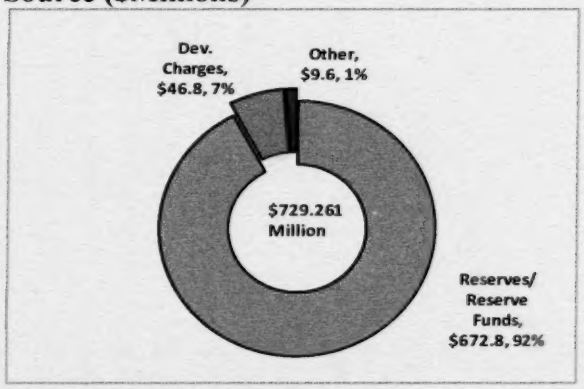
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	468,473	516,005	541,288	561,705	534,495	557,172	568,823	543,213	502,286	515,207.0
Accumulated Backlog Est.	1,429,846.0	1,217,630.0	1,014,926.0	813,678.0	612,430.0	501,027.0	332,979.8	191,503.5	91,923.2	0.0
Backlog % of Asset Value	5.0%	4.3%	3.5%	2.8%	2.1%	1.7%	1.1%	0.6%	0.3%	0.0%

- The information on the State of Good Repair backlog presented in the above chart is based on 2013 data. Toronto Water continues to assess the condition of its asset classes through discrete projects.
- At the end of 2013, the replacement value of Toronto Water's assets was estimated at $28.256 billion incorporating both linear (watermains, sewers) and facility/plant (water treatment plants, wastewater treatment plants, pumping stations) assets.
  - Linear infrastructure assets represent approximately 74% of the total asset value at $20.985 billion.
  - Facility/plant assets account for the remaining 26% or $7.271 billion.
- As of the end of 2013, Toronto Water had an estimated backlog of state of good repair work for linear and plant infrastructure renewal estimated at $1.641 billion, representing 5.8% of the asset replacement value. Approximately 61% or $1.008 billion of the backlog relates to linear infrastructure, with the remaining 39% or $0.633 billion representing facilities.
- The backlog estimate for the various facilities is based on detailed assessment/surveys undertaken in 2005 and 2008. Through these assessments, the facility backlog in 2008 was established as $520 million. In addition, an annual renewal need of $140 million was defined based on the forecasted life expectancy of various components of the facilities and their appraised replacement costs.
- The backlog estimate for linear infrastructure was established based on a probability model forecasting failure rates based on defined life expectancy ranges for a categorized list of pipes. This backlog was estimated to be $1.25 billion with an additional annual renewal rate of $111 million.
- The linear infrastructure and facilities State of Good Repair backlog and annual renewal need estimates have been periodically updated to reflect changes in unit rates for replacement and changing condition of the asset.
- The 10-Year Capital Budget and Plan dedicates $5.658 billion or $566 million on average annually, to address state of good repair, which is anticipated to eliminate the backlog by 2024.

2015 Capital Budget by Project Category ($Millions)



2015 Capital Budget by Funding Source ($Millions)

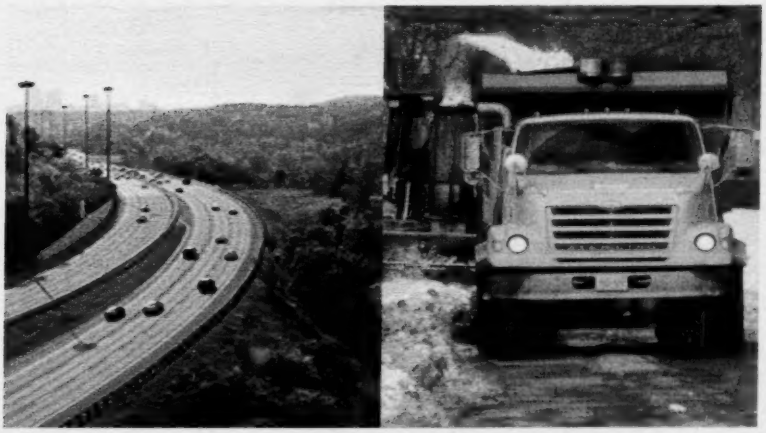


The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires new 2015 cash flow funding of $729.261 million. The 2015 Capital Budget expenditures are allocated to the following categories:

- *Health & Safety ($6.615 million, 1%.* This includes building and electrical upgrades at wastewater treatment plants.
- *Legislated ($69.093 million, 9%).* The most significant project in 2015 is the Humber Wastewater Treatment Plant odour control.
- *State of Good Repair (SOGR) ($424.223 million, 59%)* Approximately $182.910 million or 43% of the total 2015 SOGR funding will be dedicated to watermain and sewer replacement and rehabilitation projects.
- *Service Improvements ($174.836 million, 24%)* provide funding for Basement Flooding Protection projects and elements of the Wet Weather Flow Master Plan such as stormwater management facilities design and contract administration.
- *Growth Related ($54.494 million, 7%)* are expansion projects required for future water supply and wastewater treatment demand such as new service connections.

The 2015 Capital Budget is financed primarily by:

- Toronto Water's reserves, which account for approximately 92% or $672.846 million of total financing.
- Development Charges funding, which has been maximized based on eligible growth component of capital projects and provide funding of $46.766 million or 7% of the 2015 Capital Budget.
- Capital cost sharing with York Region for construction of new water and sewer connections, represents 1% or $9.649 million of 2015 funding.
- Toronto Water's 2015 Capital Budget continues to be self-sustaining and does not require debenture financing. It does not impact the municipal property tax levy.



Transportation Services

2015 Operating Budget Highlights

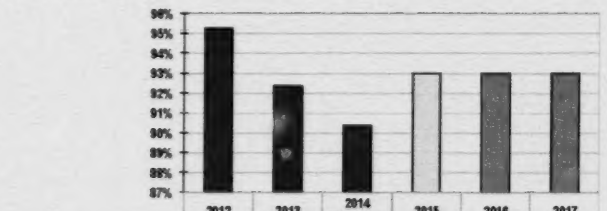
The total cost to deliver this service to Toronto residents in 2015 is $346.840 million as shown below.

(in $000's)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	340,201.7	346,839.7	6,638.0	2.0%
Gross Revenues	134,095.1	141,564.8	7,469.6	5.6%
Net Expenditures	**206,106.5**	**205,274.9**	**(831.6)**	**(0.4%)**

For 2015, Transportation Services identified $3.913 million in opening budget pressures arising from increases in salary and benefit costs, contract price increases, impacts of completed capital projects and decreases in various revenues. The Program was able to offset all the opening pressures and further reduce their net expenditures by $0.832 million through expenditure reductions and other revenue increases. At the same time maintaining their level of service in 2015 and providing for an enhanced level of winter maintenance.

Trends:

% of Potholes Serviced Within Time Frame



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of potholes serviced within timeframe	95%	92%	90%	93%	93%	93%

2015 Operating Budget Overview

Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of our residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City's municipal transportation system.

Fast Facts

- Maintain approx. 5,600 km of roads, 8,000 km of sidewalks and 130 km of Expressways
- Manage 2,284 Traffic Control Signals
- Maintain 970 Bridges and Culverts, 842 km of cycle network (tracks, bike lanes, trails and signed routes)

- Transportation Infrastructure is repaired and maintained to provide safe vehicular, transit, pedestrian and cycling movement..
- Transportation Services is targeting an increase to 93% of potholes being serviced within timeframes in 2015.

2014 Key Service Accomplishments

Safety

- Confirmed increased levels of service with City Council for improved winter maintenance on sidewalks, priority bike routes, and for people with disabilities.
- Completed an Integrated Traffic Safety Study Strategy with the goal to reduce the social cost of traffic collisions.

Mobility

- Initiated the development of a new plan for on-street bikeways.
- Retimed 350 traffic signals to improve traffic flow on priority corridors.
- As part of the implementation of the Congestion Management Plan:
  - Modernized the Traffic Operations Centre and installed arterial traffic cameras;
  - Deployed new variable message signs and additional intelligent transportation systems (ITS) technologies to respond to real-time traffic conditions;
  - Established Twitter feeds to provide real-time traffic updates to motorists; and
  - Launched "Steer it, Clear it" to reduce delays from collisions and breakdowns.

Liveable Streets

- Initiated the development of a Complete Streets guide and implementation plan to provide tools to balance the needs of all road and right-of-way uses.

Infrastructure

- With Engineering and Construction Services, completed interim repairs to the F.G. Gardiner Expressway.
- Completed a review of Divisional practices and standards for the maintenance and repair of roads.

Operations

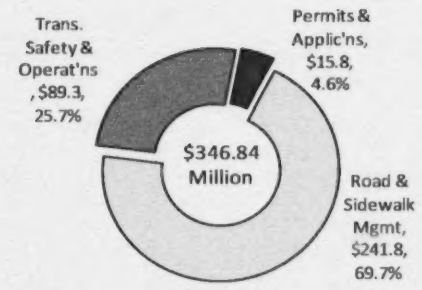
- Achieved performance target of 95% on-time completion rate for 115,000 service requests received through 311.

Our Service Deliverables for 2015

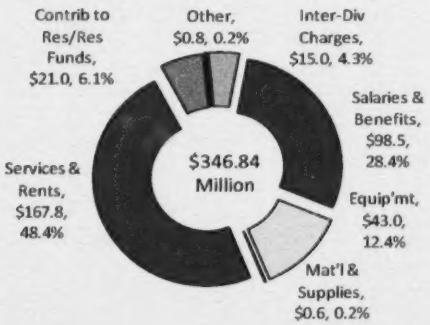
- Implement strategies to minimize lane closures due to construction through accelerated schedules, improved coordination, more stringent permit timelines and enforcement.
- Begin to implement projects to support the operation of surface transit routes with the objective of using low-cost solutions to provide faster and more convenient transit service.
- Accelerate the implementation of planned cycling infrastructure.
- Continue to enhance the public realm through increased street furniture deployment, graffiti removal, street art installations and beautification of abandoned spaces.
- Conduct pre-planning, event management, and pre/post event cleaning activities to support the Pan/Parapan Am Games.
- Pilot the use of new preventative maintenance techniques to improve infrastructure quality and extend lifespan.
- Develop and implement a plan to accelerate sidewalk repairs.
- Prepare the tender packages and award approximately 50 new winter maintenance contracts for the seven-year term (2015-2022) incorporating approved levels of service.

Where the money goes:

2015 Budget by Service
$346.840 Million

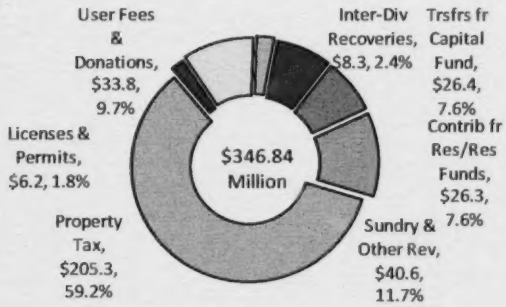


2015 Budget by Expenditure Category


Contrib to Res/Res Funds, $21.0, 6.1%
Other, $0.8, 0.2%
Inter-Div Charges, $15.0, 4.3%
Salaries & Benefits, $98.5, 28.4%
Services & Rents, $167.8, 48.4%
$346.84 Million
Equip'mt, $43.0, 12.4%
Mat'l & Supplies, $0.6, 0.2%

Where the money comes from:

2015 Budget by Funding Source


User Fees & Donations, $33.8, 9.7%
Inter-Div Recoveries, $8.3, 2.4%
Trsfrs fr Capital Fund, $26.4, 7.6%
Licenses & Permits, $6.2, 1.8%
$346.84 Million
Contrib fr Res/Res Funds, $26.3, 7.6%
Property Tax, $205.3, 59.2%
Sundry & Other Rev, $40.6, 11.7%

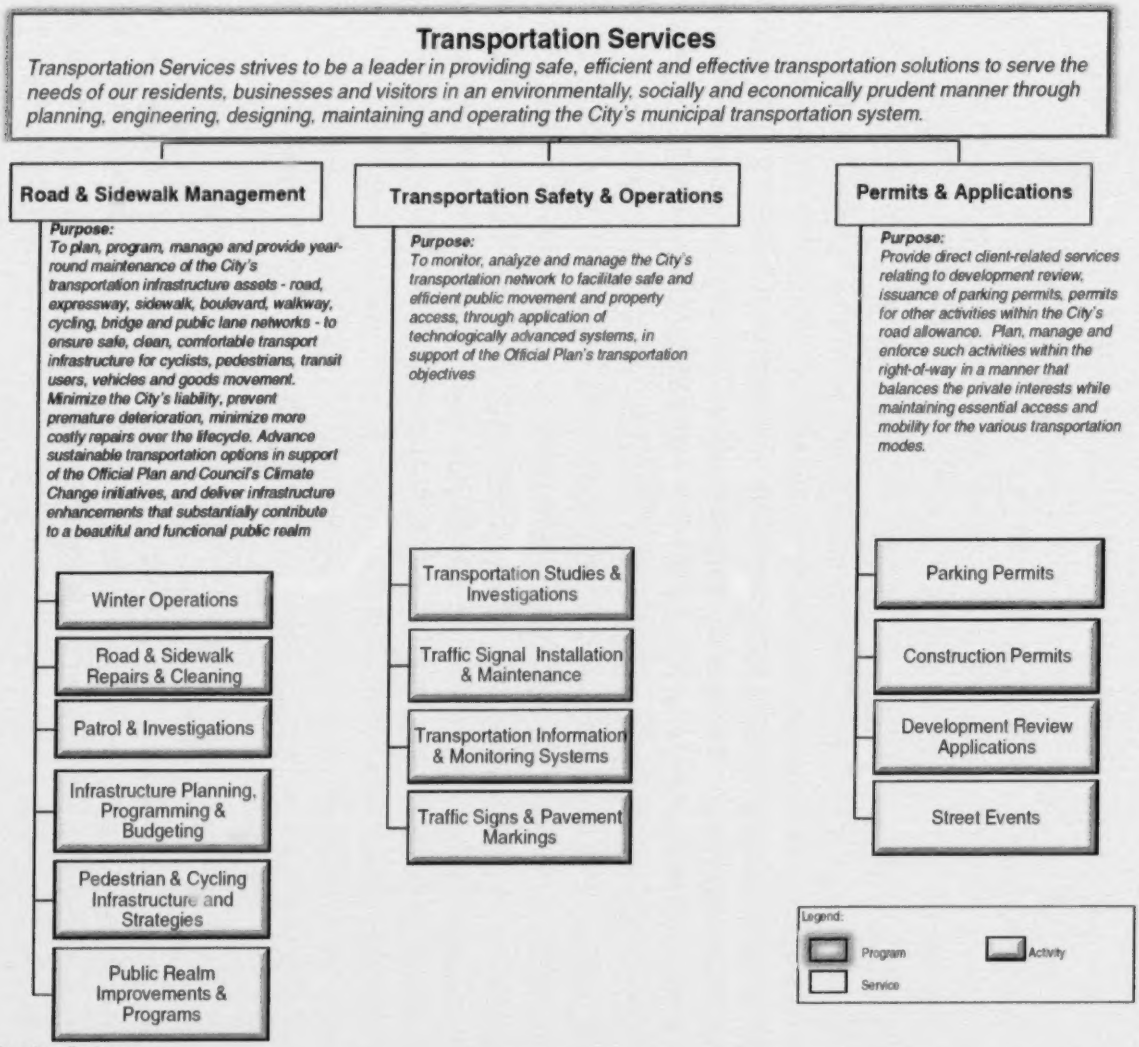
Our Key Challenges & Priority Actions

- **Management of Traffic Congestion** – The demands on the City's road network continue to increase, resulting in traffic congestion.
  - ✓ The 2015 Budget includes a provision for a new lane occupancy fee to encourage fewer and/or shorter duration occupations of vehicular lanes for the purposes of construction staging or related activities.
  - ✓ The 2015 Budget also includes 2 additional positions to deliver on the signal coordination studies on major arterials to improve traffic flow and mitigate congestion approved in the 2014 Budget.
- **Address Winter Maintenance Costs** - Transportation Services is currently tendering the next multi-year winter maintenance contracts for the 2015/2016 winter season and anticipates an annualized cost escalation of $9.0 million for 2016.
  - ✓ Transportation Services hired a consultant to review the winter maintenance experiences of 10 major North American cities.
  - ✓ Transportation Services is collaborating with the City's Purchasing, Legal and Insurance & Risk Management divisions to develop a strategy to obtain favourable pricing.
  - ✓ A Winter Maintenance Contribution Reserve Fund was established 2014 that could be drawn upon in contract years to mitigate the impact of costs escalation.

2015 Operating Budget Highlights

- The 2015 Budget includes additional funding for enhanced levels of service beginning in the 2015/16 winter season:
  - ✓ Winter maintenance on cycling facilities, addition of specified streets to the mechanical driveway windrow opening and sidewalk clearing programs, and changes to the Snow and Ice Removal By-law that will enhance winter maintenance for people with disabilities in compliance with the Accessibility for Ontarians with Disabilities Act (AODA).
  - ✓ Sidewalk and bus stop snow clearing, including the introduction of a higher level of service for high pedestrian volume sidewalks.
- The 2015 Budget also includes funding to begin the Ditch Rehabilitation & Culvert Reconstruction Program to maintain the culverts in a state of good repair, so that planned/scheduled maintenance can be done, avoiding costly emergency repairs.

Program Map


Transportation Services
Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of our residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City's municipal transportation system.
Road & Sidewalk Management
Purpose:
To plan, program, manage and provide year-round maintenance of the City's transportation infrastructure assets - road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks - to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement. Minimize the City's liability, prevent premature deterioration, minimize more costly repairs over the lifecycle. Advance sustainable transportation options in support of the Official Plan and Council's Climate Change initiatives, and deliver infrastructure enhancements that substantially contribute to a beautiful and functional public realm
Winter Operations
Road & Sidewalk Repairs & Cleaning
Patrol & Investigations
Infrastructure Planning, Programming & Budgeting
Pedestrian & Cycling Infrastructure and Strategies
Public Realm Improvements & Programs
Transportation Safety & Operations
Purpose:
To monitor, analyze and manage the City's transportation network to facilitate safe and efficient public movement and property access, through application of technologically advanced systems, in support of the Official Plan's transportation objectives
Transportation Studies & Investigations
Traffic Signal Installation & Maintenance
Transportation Information & Monitoring Systems
Traffic Signs & Pavement Markings
Permits & Applications
Purpose:
Provide direct client-related services relating to development review, issuance of parking permits, permits for other activities within the City's road allowance. Plan, manage and enforce such activities within the right-of-way in a manner that balances the private interests while maintaining essential access and mobility for the various transportation modes.
Parking Permits
Construction Permits
Development Review Applications
Street Events
Legend:
Program
Activity
Service

Service Customer

Road & Sidewalk Maintenance

- Cyclists
- Pedestrians
- Transit providers and passengers
- Taxis
- Goods Movement Service Providers
- Emergency Services
- Drivers and vehicle occupants
- Residents
- Businesses
- Design Professionals
- Utility Companies.
- Visitors/Tourists

Transportation Operations & Safety

- Vehicle Operators and Passengers
- Cyclists
- Pedestrians
- Residents
- Businesses
- Visitors
- Public Transportation Operators / Customers
- Emergency Service Responders
- Commercial Vehicle Operators

Public Right-of-Way Management

- City Divisions
- Property owners
- Contractors
- Visitors
- Developers
- Utility Companies
- Citizens
- Business/Community groups

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Permits & Applications											
Gross Expenditures	14,989.5	15,532.5	15,808.7		15,808.7	819.2	5.5%	154.6	1.0%	88.7	0.6%
Revenue	31,025.4	32,746.1	32,755.3		32,755.3	1,730.0	5.6%	361.8	1.1%	(0.1)	(0.0%)
Net Expenditures	(16,035.9)	(17,213.6)	(16,946.6)		(16,946.6)	(910.7)	5.7%	(207.2)	1.2%	88.8	(0.5%)
Road & Sidewalk Management											
Gross Expenditures	238,241.4	246,871.6	239,760.2	1,995.3	241,755.5	3,514.0	1.5%	7,870.7	3.3%	687.2	0.3%
Revenue	95,246.9	100,529.4	95,631.8	2,687.0	98,318.7	3,071.8	3.2%	(2,420.5)	(2.5%)	(3,996.0)	(4.2%)
Net Expenditures	142,994.5	146,342.1	144,128.4	(691.7)	143,436.7	442.2	0.3%	10,291.2	7.2%	4,683.2	3.0%
Transportation Safety & Operations											
Gross Expenditures	86,970.8	90,121.2	88,394.7	880.9	89,275.5	2,304.8	2.7%	(465.6)	(0.5%)	217.3	0.2%
Revenue	7,822.8	8,256.7	9,609.8	880.9	10,490.7	2,667.9	34.1%	(769.9)	(7.3%)	0.5	0.0%
Net Expenditures	79,147.9	81,864.5	78,784.8		78,784.8	(363.1)	(0.5%)	304.2	0.4%	216.8	0.3%
Total											
Gross Expenditures	340,201.7	352,525.2	343,963.5	2,876.2	346,839.7	6,638.0	2.0%	7,559.6	2.2%	993.2	0.3%
Revenue	134,095.1	141,532.2	137,996.9	3,567.8	141,564.8	7,469.6	5.6%	(2,828.6)	(2.0%)	(3,995.6)	(2.9%)
Total Net Expenditures	206,106.5	210,993.0	205,966.6	(691.7)	205,274.9	(831.6)	(0.4%)	10,388.2	5.1%	4,988.8	2.3%
Approved Positions	1,111.3	1,000.3	1,096.3	13.0	1,109.3	(2.0)	(0.2%)	(3.3)	(0.3%)		

Note: 2014 Actual Expenditures are System Generated

The 2015 Operating Budget for Transportation Services is $346.840 million gross and $205.275 million net. The net budget decreased by $0.832 million or 0.4% due to the following:

- Base pressures of $3.913 million net were offset by base expenditure savings of $1.563 million net and base revenue changes/adjustments of $2.490 million. Resulting in the 2015 Base Budget of $205.967 million net which is $0.140 million or 0.1% under the 2014 Budget of $206.107 million net.
- The three services within Transportation are all experiencing salary and benefit cost increases for union/non-union staff (progression pay, step increases, COLA) totalling $2.908 million net. As well, all three services are incurring higher utility costs resulting from the transfer of facility related utility charges from Toronto Water ($0.434 million net). Road & Sidewalk Mgmt has the greatest net pressure increase in part due to the price increase for salt ($0.449 million net), bridge / emergency repairs ($0.500 million net), maintenance costs for additional roadway infrastructure ($0.324 million net) and reduced recoveries for utility cut repair work now performed by Toronto Water ($0.431 million net).
- Contributing to the increased net pressure in Safety & Operations, is the Ontario One Call fee for traffic loop detector stake outs ($0.320 million net) and increased costs for street lighting ($0.777 million net) adjusted to better align with actual expenditures. These pressures have been somewhat offset by increased recoveries arising from contract price increase for utility cut repairs in Road & Sidewalk Mgmt ($0.887 million net) and increased capital funding for positions delivering capital projects ($2.004 million net) in both Road & Sidewalk Mgmt and Safety & Operations.
- To help further mitigate these base pressures, the Program achieved base budget savings of $0.215 million net (primarily in Safety & Operations) and reduced overtime costs by $1.000 million net (primarily in Road & Sidewalk Mgmt). Additional revenue of $0.916 million predominately from inflationary increases in user fees as well as from a provision for street event fee increases above the rate of inflation have been included primarily in the Permits & Applications service. Safety & Operations has an increase in revenue of $0.400 million due to additional recoveries from utilities to

replace loop detectors. The Program also had a savings of $0.348 million and additional revenue of $1.174 million as a result of the Toronto Pooling Compensation for Social Housing Budget Strategy.

- The 2015 Operating Budget includes funding of $0.608 million net for an enhanced winter maintenance service level for bikeways, windrows, sidewalks, bus stops, and AODA compliance. As well, the budget includes a provision for the implementation of a Lane Occupancy Rental fee in 2015 which will result in additional revenue of $1.300 million. Capital funding will be provided for new staff for Ditch Rehabilitation/Culvert Reconstruction ($0.566 million) and for Traffic Congestion Management analysis/reporting ($0.111 million). One-time incremental and enhanced costs have been included for the Pan/Parapan Am Games ($1.591 million) that will be funded from a combination of City and Provincial resources.
- The 2016 and 2017 Plans reflect inflationary cost increases for progression pay, step and fringe benefits, however Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations. In addition, the Plans in those years reflect anticipated volume changes that will impact revenue generated from the Toronto Water / Transportation utility cut repair program, increases for Solid Waste Management internal charges and estimated increases for the winter maintenance program as those contracts are currently being negotiated.

Table 2
2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total New and Enhanced			Incremental Change			
	Permits & Applications		Road & Sidewalk Management		Transportation Safety & Operations		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
Winter Maintenance - Bikeways, Windrows, Sidewalks, AODA Compliance			125.0	125.0			125.0	125.0		625.0			
Winter Maintenance - Sidewalks & Bus Stops			483.3	483.3			483.3	483.3		2,416.7			
Ditch Rehab & Culvert Reconstruction Program			566.2				566.2		8.7				
Sub-Total			1,174.5	608.3			1,174.5	608.3	8.7	3,041.7			
New Service Priorities													
(a) New Services													
Pan Am Games - Prior Costs (District Road Operations)			479.0				479.0						
Pan Am Games - During Event (Control Room, Traffic Controls, Signs)					769.9		769.9						
Pan Am Games - Transportation Planning And Preparation			341.8				341.8		3.3		(3.3)		
Traffic Congestion Mgt. Analyzing & Reporting					111.0		111.0		1.0				
(b) New Fees													
New Lane Occupancy Rental Fees				(1,300.0)				(1,300.0)		(650.0)			
Sub-Total			820.8	(1,300.0)	880.9		1,701.6	(1,300.0)	4.3	(650.0)	(3.3)		
Total			1,995.3	(691.7)	880.9		2,876.2	(691.7)	13.0	2,391.7	(3.3)		

Enhanced Service Priorities ($1.175 million gross & $0.608 million net)

Winter Maintenance – Bikeways, Windrows, Sidewalks, AODA Compliance

- At its meeting of June 10, 2014, City Council adopted the report *Confirmation of Levels of Service for Winter Maintenance of Bikeways, Windrow Opening, Sidewalks and Accessibility for Ontarians with Disabilities Act (AODA) Compliance* (PW31.1).
- Funding will be increased for the levels of service beginning in the 2015/16 winter season for winter maintenance on cycling facilities, addition of specified streets to the mechanical driveway windrow opening and sidewalk clearing programs, and changes to the Snow and Ice Removal By-law that will enhance winter maintenance for people with disabilities in compliance with the Accessibility for Ontarians with Disabilities Act (AODA).
- This enhancement requires funding of $0.125 million net in 2015 as well as an additional $0.625 million net annualized impact in 2016.

Winter Maintenance - Sidewalks & Bus Stops

- At its meeting of December 16, 2013, City Council adopted the report *Confirmation of Levels of Service for Roadway and Roadside Winter Maintenance Services* (PW27.15).
- Levels of service will be amended beginning in the 2015/16 winter season for sidewalk and bus stop snow clearing, including the introduction of a higher level of service for high pedestrian volume sidewalks.
- This enhanced level of service will also require additional funding of $0.483 million net in 2015 and an additional $2.417 million net in 2016.

Ditch Rehabilitation & Culvert Reconstruction Program

- An additional $0.566 million in expenditures will be added in 2015 to maintain the City's culverts in a state of good repair, so that planned/scheduled maintenance can be done, avoiding costly emergency repairs.
- The additional of 8.7 permanent positions will visually assess the condition and take inventory of over 10,000 (estimated) small (less than 3 metres span) culverts. These costs are fully funded from the ongoing *Ditch Rehabilitation & Culvert Reconstruction* state of good repair capital project within the Transportation Services Capital Program ($0.566 million gross and $0 million net).

New Service Priorities ($1.702 million gross & $1.300 million net)

New Services

Pan/Parapan Am Games (District Road Operations)

- Repairs, sweeping and cleaning service levels enhanced for the Pan/Parapan Am Games. Four repair crews for 5 days, four weekday sweeping and cleaning crews for 17 days, four weekend sweeping and cleaning crews for 9 days and District Command Centre support for 17 days.
- Incremental costs approved as part of recovery from Provincial funding ($0.168 million) and enhanced costs to be funded from the Tax Stabilization Reserve ($0.311 million).

*Pan/Parapan Am Games (*Control Room, Traffic Controls, Signs - During Event)

- Incremental costs include Control Room Staffing (union/non-union staff overtime), Venue Traffic Control (signal timing modifications, etc), Games Route Network (GRN) Signs and Markings.
- Recovery requested from Provincial funding ($0.770 million).

Pan/Parapan Am Games (Planning and Preparation)

- Planning costs that will be incurred in advance of the Games relate to the dedicated staff that will be hired within Transportation Services. The 2014 Operating Budget included funding for 6.0 temporary positions. The Supervisor position was filled in April 2014 while the remaining positions are vacant.
- The expected need for 2015 is 3.3 temporary positions funded from the Tax Stabilization Reserve ($0.342 million). Positions to be deleted in 2016.

Traffic Congestion Management

- The addition of 1.0 permanent position at a cost of $0.111 million gross and $0 net will assist in the delivery of the *Traffic Congestion Management* project in the Capital Program.
- These positions will conduct detailed analysis of traffic data (volume, trends, etc.) and determine the impact on traffic flow due to increased vehicular volume, development, construction and special events. The results of the analysis will provide valuable information on where to target and implement congestion management mitigation measures.
- This new service priority is fully funded from Transportation Services' Capital Program ($0.111 million gross and $0 million net).

New Fees

New Lane Occupancy Rental Fees

- The 2015 Operating Budget for Transportation Services includes a $1.300 million revenue provision for a new fee that will be a "level of impact" based rental fee. The intention of this fee will be to encourage fewer and/or shorter duration occupations of vehicular lanes for the purposes of

construction staging or related activities. This would improve traffic flow and minimize congestion especially during peak periods.

- This fee will be applied to the medium-to-long term occupancy of travelled lanes on a roadway for the purposes of construction staging activities. This proposal is consistent with the Division's objective to implement cost-effective strategies to mitigate congestion.
- The 2015 Budget includes a provision for this new fee as the Program will be holding public consultations and will submit a separate staff report to Council regarding these fees later in 2015. The estimated implementation date is May 1, 2015 or no later than the third quarter of 2015, resulting in an increase in revenue of $1.300 million in 2015 and an additional $0.650 million in 2016.

Table 3
2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay, Step Increases	1,095.0		1,095.0	0.5%		729.7		729.7	0.3%	
IDR - Changes to Toronto Water / Transportation Utility Cut Repair Program		2,000.0	(2,000.0)	(1.0%)			(4,000.0)	4,000.0	1.9%	
End of two year Council approved program to fund road deficiencies 2014 2015	(4,000.0)	(4,000.0)								
Other Revenue - Reverse one-time funding for Start partnership program	(200.0)	(200.0)								
Increase Solid Waste Management IDC / IDR	228.0		228.0	0.1%		242.9		242.9	0.1%	
Additional Services from PMMD IDC / IDR	35.3		35.3	0.0%						
Increase Street Event Permit Fees (above rate of inflation)		361.8	(361.8)	(0.2%)						
Enhanced winter maintenance for bikeways, windrows, sidewalks, AODA compliance	625.0		625.0	0.3%						
Enhanced winter maintenance for sidewalks and bus stops	2,416.7		2,416.7	1.2%						
New Lane Occupancy Rental Fee		650.0	(650.0)	(0.3%)						
Pan Am Games - Prior Costs (District Road Operations)	(479.0)	(479.0)								
Pan Am Games - During Event (Cont Rm, Traff Cont, Signs)	(769.9)	(769.9)								
Pan Am Games - Transportation Planning And Preparation	(341.8)	(341.8)			(3.3)					
Reverse one-time Toronto Book Awards Pavers (MM3.11)	(50.0)	(50.0)								
Sub-Total	(1,440.7)	(2,828.9)	1,388.2	0.7%	(3.3)	972.6	(4,000.0)	4,972.6	2.3%	
New & Enhanced Outlook:										
Enhanced winter maintenance for AODA compliance (bikeways, windrows)	625.0		625.0	0.3%						
Enhanced winter maintenance for sidewalks and bus stops	2,416.7		2,416.7	1.2%						
New Lane Occupancy Rental Fee		650.0	(650.0)	(0.3%)						
Pan Am Games - Prior Costs (District Road Operations)	(479.0)	(479.0)								
Pan Am Games - During Event (Cont Rm, Traff Cont, Signs)	(769.9)	(769.9)								
Pan Am Games - Transportation Planning And Preparation	(341.8)	(341.8)			(3.3)					
Sub-Total for New & Enhanced	1,451.0	(940.7)	2,391.7	1.2%	(3.3)					
Anticipated Impacts:										
Other - Possible large increase in Winter Maintenance due to Contract Price adjustment (2015)	9,000.0		9,000.0	4.4%						
Sub-Total	9,000.0		9,000.0	4.4%						
Total Incremental Impact	7,559.3	(2,828.9)	10,388.2	5.1%	(3.3)	972.6	(4,000.0)	4,972.6	2.3%	

Future year incremental costs are primarily attributable to the following:

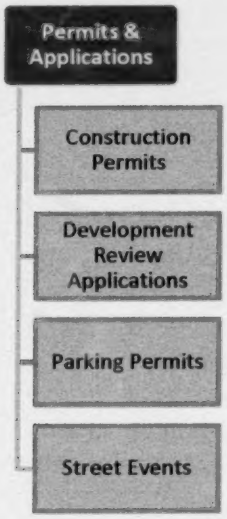
Known Impacts

- Progression pay, step and fringe benefits increases will result in a pressure of $1.095 million net in 2016 and $0.730 million net in 2017. Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations.
- Expected volume changes will impact recoveries generated from the Toronto Water / Transportation utility cut repair program, resulting in a revenue increase of $2.0 million in 2016 but a revenue decrease of $4.0 million in 2017.
- Projected increases as Solid Waste Management internal charges are harmonized across all programs result in a pressure of $0.228 million net in 2016 and $0.243 million net in 2017.
- Increase in street event permit fees and the new lane occupancy rental fee in 2015 will result in a phase-in/annualization increase in revenue of $1.012 million in 2016.
- Increase in enhanced winter maintenance for bikeways, windrows, sidewalks, AODA compliance and bus stops in 2015 will result in a pressure of $3.042 million net in 2016.

Anticipated Impacts

- It is anticipated that when Transportation Services completes the tendering process for the next multi-year Winter Maintenance Contracts (currently ongoing), the incremental pressure in 2016 will be approximately $9.0 million.

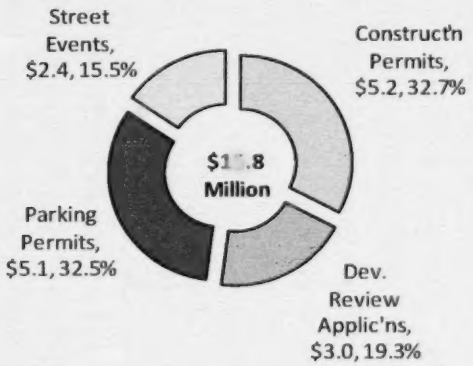
2015 Budget by Service: Permits & Applications



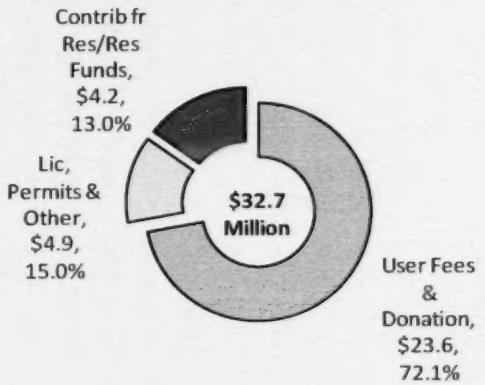
What We Do

- Provide direct client-related services relating to development review, issuance of parking permits, permits for other activities within the City's road allowance.
- Plan, manage and enforce such activities within the right-of-way in a manner that balances the private interests while maintaining essential access and mobility for the various transportation modes.

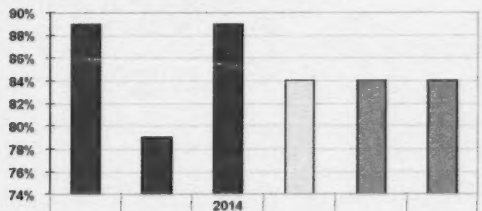
2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)



% of development applications completed within specified timelines



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of development applications completed within specified timelines	89%	79%	89%	84%	84%	84%

- Transportation Services will review development applications ensuring compliance with municipal standards, code and guidelines.
- In 2014, the Program completed development applications within specified timelines at a rate of 89%.
- Transportation Services is anticipating this % to average at 84% in future years.

2015 Service Levels

Permits & Applications

Activity	Type	Sub-Type	Service Levels			
			2012	2013	2014	2015
Parking Permits	Street Residential	new applications	Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.			Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.
	Street Residential	renewals	Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.			Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.
	Street Temporary		Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes.			Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes.
	Front Yard/ Boulevard - Residential	License Applications (new, transfers, appeals)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Residential	Enforcement Activity (visits)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Commercial	License Applications (new, transfers, appeals)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Commercial	Enforcement Activity (visits)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
Construction Permits	temporary encroachment		1-8 weeks (SP, 2009) 90% of the time			1-8 weeks (SP, 2009) 90% of the time
	permanent encroachment		6-8 weeks (SP, 2009) 90 % of the time			6-8 weeks (SP, 2009) 90 % of the time
	utility cut permits		Cut permit issued, 83% on time			Cut permit issued, 83% on time
Development Review	Rezoning/Official Plan Amendment		Review completed within STAR deadline 80% of the time			Review completed within STAR deadline 80% of the time
	Site Plan		Review completed within STAR deadline 80% of the time			Review completed within STAR deadline 80% of the time
	Cttee of Adjustment		Review completed in time for C of A Meeting 100% of the time			Review completed in time for C of A Meeting 100% of the time
	Road Closure		6-9 months			6-9 months
Street Events	Expressway		Permit issued, 100% on time			Permit issued, 100% on time
	Arterial		Permit issued, 100% on time			Permit issued, 100% on time
	Collector		Permit issued, 100% on time			Permit issued, 100% on time
	Local/Sidewalk		Permit issued, 100% on time			Permit issued, 100% on time

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Budget	2015 Operating Budget									Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Construction Permits	4,943.9	5,187.3	(16.7)	5,170.6	226.7	4.6%		5,170.6	226.7	4.6%	55.5	1.1%	34.5	0.7%
Development Review Applications	2,887.3	3,024.5	21.6	3,046.1	158.8	5.5%		3,046.1	158.8	5.5%	30.0	1.0%	15.7	0.5%
Parking Permits	4,851.5	5,189.0	(43.9)	5,145.1	293.6	6.1%		5,145.1	293.6	6.1%	44.9	0.9%	27.7	0.5%
Street Events	2,306.8	2,447.3	(0.4)	2,447.0	140.2	6.1%		2,447.0	140.2	6.1%	24.2	1.0%	10.8	0.4%
Total Gross Exp.	14,989.5	15,848.1	(39.4)	15,808.7	819.2	5.5%		15,808.7	819.2	5.5%	154.6	1.0%	88.7	0.6%
REVENUE														
Construction Permits	7,749.7	7,749.6	136.6	7,886.2	136.5	1.8%		7,886.2	136.5	1.8%			0.0	0.0%
Development Review Applications	3,030.6	2,989.5	56.1	3,045.6	15.0	0.5%		3,045.6	15.0	0.5%			0.0	0.0%
Parking Permits	18,554.0	18,560.7	1,370.1	19,930.8	1,376.8	7.4%		19,930.8	1,376.8	7.4%			(0.1)	(0.0%)
Street Events	1,691.0	1,699.1	193.6	1,892.7	201.6	11.9%		1,892.7	201.6	11.9%	361.8	19.1%	(0.0)	(0.0%)
Total Revenues	31,025.4	30,998.9	1,756.4	32,755.3	1,730.0	5.6%		32,755.3	1,730.0	5.6%	361.8	1.1%	(0.1)	(0.0%)
NET EXP.														
Construction Permits	(2,805.8)	(2,562.3)	(153.3)	(2,715.6)	90.2	(3.2%)		(2,715.6)	90.2	(3.2%)	55.5	(2.0%)	34.5	(1.3%)
Development Review Applications	(143.3)	35.0	(34.5)	0.4	143.7	(100.3%)		0.4	143.7	(100.3%)	30.0	6963.0%	15.7	51.6%
Parking Permits	(13,702.5)	(13,371.8)	(1,414.0)	(14,785.7)	(1,083.2)	7.9%		(14,785.7)	(1,083.2)	7.9%	44.9	(0.3%)	27.9	(0.2%)
Street Events	615.8	748.2	(193.9)	554.3	(61.5)	(10.0%)		554.3	(61.5)	(10.0%)	(337.6)	(60.9%)	10.8	5.0%
Total Net Exp.	(16,035.9)	(15,150.9)	(1,795.8)	(16,946.6)	(910.7)	5.7%		(16,946.6)	(910.7)	5.7%	(207.2)	1.2%	88.8	(0.5%)
Approved Positions	157.0	157.0		157.0				157.0						

The 2015 Operating Base Budget for Permits & Applications of $15.809 million gross and $16.947 million in net revenue is $0.911 million net or 5.7% above the 2014 Net Budget.

The ***Permits & Applications Service*** provides services directly to clients relating to development application review and the issuance of parking permits / permits for other activities within the City's road allowance. These activities are managed while endeavouring to balance the private interests and maintain essential access and mobility for all modes of transportation.

Base budget pressures in Permits & Applications are primarily due to the following:

- As duties associated with Bylaw Officer and Senior Bylaw Officer positions have been expanded and now demand a higher level of knowledge, responsibility and accountability, the positions have been re-classified and require additional compensation, resulting in $0.387 million pressure primarily impacting Parking Permits and Construction Permits activities.
- Salary and benefit costs related to COLA, Progression Pay, Step increases ($0.299 million) for union/non-union staff across all activities.
- Higher utility expenditures resulting from the re-allocation of facility related utility costs ($0.174 million) across all activities. These costs were previously charged to Toronto Water, who no longer occupies these facilities.

To help mitigate these base pressures, the service will have additional revenue from user fees ($0.631 million) based on a 2.25% inflationary factor reflected primarily in the Parking Permits activity. In addition, the budget includes a provision for the increase of street event permit fees above the rate of inflation ($0.181 million) to recover more of the costs associated with the delivery of service for various application and permit fees, entirely within the Street Events activity. Also, the Toronto Pooling Compensation for Social Housing Budget Strategy resulted in additional parking permit revenue ($0.945 million) in the Parking Permits activity.

As a result of the increase in street event permit fees in 2015, the 2016 plan for this service reflects the phase-in/annualization increase in revenue of $0.362 million in the Street Events activity. As well, the 2016 and 2017 plans reflect inflationary cost increases for progression pay, step and fringe benefits across all activities of $0.140 million and $0.088 million respectively, however Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations.

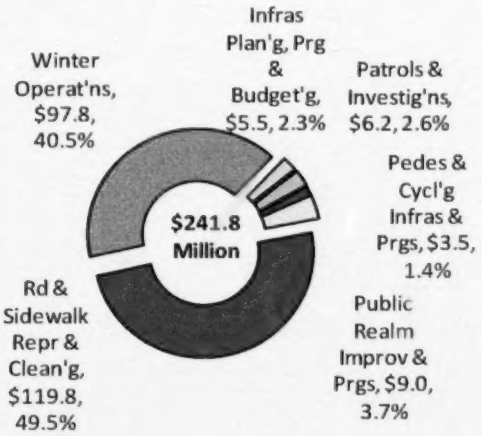
2015 Budget by Service: Road & Sidewalk Management

Road & Sidewalk Management
Infrastructure Planning, Programming & Budgeting
Patrols & Investigations
Pedestrian & Cycling Infrastructure & Programs
Public Realm Improvements & Programs
Road & Sidewalk Repairs & Cleaning
Winter Operations

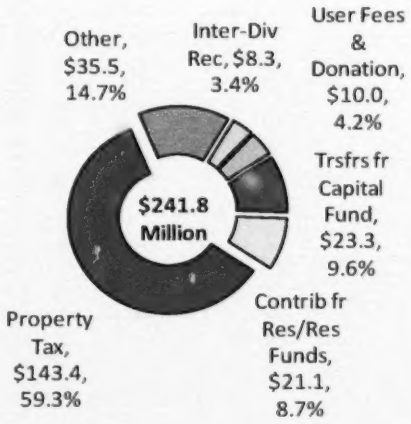
What We Do

- Plan, program, manage and provide year-round maintenance of the City's transportation infrastructure assets - road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks – to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement.
- Minimize the City's liability, prevent premature deterioration, minimize more costly repairs over the lifecycle.
- Advance sustainable transportation options in support of the Official Plan and Council's Climate Change initiatives, and deliver infrastructure enhancements that substantially contribute to a beautiful and functional public realm.

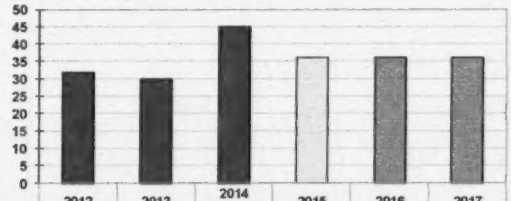
2015 Service Budget by Activity ($Millions)


Winter Operat'ns, $97.8, 40.5%
Infras Plan'g, Prg & Budget'g, $5.5, 2.3%
Patrols & Investig'ns, $6.2, 2.6%
Pedes & Cycl'g Infras & Prgs, $3.5, 1.4%
Public Realm Improv & Prgs, $9.0, 3.7%
Rd & Sidewalk Repr & Clean'g, $119.8, 49.5%
$241.8 Million

Service by Funding Source ($Millions)


Other, $35.5, 14.7%
Inter-Div Rec, $8.3, 3.4%
User Fees & Donation, $10.0, 4.2%
Trsfrs fr Capital Fund, $23.3, 9.6%
Contrib fr Res/Res Funds, $21.1, 8.7%
Property Tax, $143.4, 59.3%
$241.8 Million

of salting activities after a storm < 5cm



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
# of salting activities after a storm < 5cm	32	30	45	36	36	36

- Transportation Services ensures safe transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement.
- In 2014, the Program completed 45 salting activities after a storm < 5cm.
- Transportation Services is anticipating approximately 36 such events annually in future years.

2015 Service Levels

Road & Sidewalk Management

Activity	Type	Sub-Type	Service Levels			
			2012	2013	2014	2015
Winter Operations	Patrol		2400 km/day			2400 km/day
	De-Ice (dependent on snow volume)	Class 1 - Expressways	within 1-2 hrs after becoming aware that roadway is icy			within 1-2 hrs after becoming aware that roadway is icy
		Class 2 - Arterial	within 2-4 hrs after becoming aware that roadway is icy			within 2-4 hrs after becoming aware that roadway is icy
		Class 3 - Collectors	within 4-6 hrs after becoming aware that roadway is icy			within 4-6 hrs after becoming aware that roadway is icy
		Class 4 - Local	within 8-12 hrs after becoming aware that roadway is icy			within 8-12 hrs after becoming aware that roadway is icy
		Class 5 - Laneways	within 24 hrs after becoming aware that roadway is icy			within 24 hrs after becoming aware that roadway is icy
	Plough (Dependent on snow volume)	Class 1 - Expressways	within 2-3 hrs after becoming aware that snow accumulation depth is greater than 2.5cm			within 2-3 hrs after becoming aware that snow accumulation depth is greater than 2.5cm
		Class 2 - Arterial	within 6-8 hrs after becoming aware that snow accumulation depth is greater than 5cm			within 6-8 hrs after becoming aware that snow accumulation depth is greater than 5cm
		Class 3 - Collectors	within 8-10 hrs after becoming aware that snow accumulation depth is greater than 8cm			within 8-10 hrs after becoming aware that snow accumulation depth is greater than 8cm
		Class 4 - Local	within 14-16 hrs after becoming aware that snow accumulation depth is greater than 8cm			within 14-16 hrs after becoming aware that snow accumulation depth is greater than 8cm
	Snow removal (Dependent on snow volume)	Arterial / Collector / Local Roadway	2 weeks			2 weeks
		driveway windrow	18 hrs			18 hrs
		sidewalks / steps	13 hrs			13 hrs
		bus stops / PXO's / Ped Refuge Islands	48 hrs			48 hrs
		Bike trails	within 6 hrs			within 6 hrs
	Snow piled too high on boulevards	2 - Temporary	72 hours			72 hours
		3 - Permanent	60 days			**21 days**
	Bridge Salting/Sand	3 - Permanent	72 hours after storm			72 hours after storm
	Bus stops salting/sand & snow clearing	3 - Permanent	72 hours after storm			72 hours after storm
	Driveway blocked by windrow	3 - Permanent	72 hours after storm			72 hours after storm
	Laneway	3 - Permanent	60 days			**10 days**
	Plow damage - Road/Roadside	2 - Temporary	5 days			5 days
		3 - Permanent	12 months			**6 months**
	Plow damage - Boulevards	2 - Temporary	5 days			5 days
		3 - Permanent	12 months			**6 months**
	Road plowing required	3 - Permanent	36 hours after storm			36 hours after storm
	Road salting/sanding required	1 - Make Safe	24 hours			24 hours
	Road - Winter request/complaint	3 - Permanent	72 hours after storm			72 hours after storm
	Sidewalk Salting/Sand & Snow Clearing	3 - Permanent	72 hours after storm			72 hours after storm
	Snow removal - general	2 - Temporary	48 days			48 days
	Snow removal - school zone	3 - Permanent	7 days			7 days
	Snow removal - sightline problem	2 - Temporary	72 hours			72 hours
Road and Sidewalk Repairs and Cleaning	Asphalt Pothole		4-30 days - 90% of the time			4-30 days - 90% of the time
	Asphalt Repair Permanent		30-180 days			30-180 days
	Asphalt Boulevard Maintenance	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**6 months**
	Boulevards-Weed/Grass/Leaf Maintenance	3 - Permanent	5 weeks (4 weeks in season)			5 weeks (4 weeks in season)
	Boulevards-Pick-Up Shopping Carts	3 - Permanent	5 days			5 days
	Boulevards-Sinking	3 - Permanent	18 months			**6 months**
	Boulevards-Sod Damage/Replace	3 - Permanent	18 months			**6 months**
	Sodding		5 days - 18 months			5 days - 18 months
	Catch Basin-Blocked/Flooding	1 - Make Safe	24 hours			24 hours
		3 - Permanent	72 hours			72 hours
	Catch Basin-Damaged/Maintenance (Expressway)	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			18 months
	Catch Basin-Mtce requested, cover missing/damaged/loose, etc	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Catch Basin-Debris/Litter	1 - Make Safe	24 hours			24 hours
		3 - Permanent	72 hours			72 hours

Activity	Type	Sub-Type	Service Levels			
			2012	2013	2014	2015
Road and Sidewalk Repairs and Cleaning	Catch Basin Maintenance and Repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	4 years			4 years
	Roadside Drainage Catch Basin Cleaning Expressways		24 hrs - 18 months			24 hrs - 18 months
	Ditch Maintenance Grading and Repair	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			18 months
	Driveway - damaged/ponding	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**12 months**
	Expressway Fence/Guiderail damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**6 months**
	Fence/Guiderail damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**12 months**
	Expressway requires cleaning	1 - Make Safe	24 hours			**12 hours**
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**6 months**
	Pot hole on expressway	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**6 months**
	Expressways/Traffic Control		within 30 days			within 30 days
	Expressway Attenuation Systems		respond within 24 hrs			respond within 24 hrs
	Illegal dumping	3 - Permanent	5 days			5 days
	Laneway surface damage	2 - Temporary	5 days			5 days
		3 - Permanent	5 years			5 years
	Maintenance holes damage/repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Maintenance holes lid loose/missing	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			**6 months**
	Plough Damage Repair		5 days - 12 months			5 days - 12 months
	Refuge Island Maintenance		5 days - 18 months			5 days - 18 months
	Shoulder Grade and Gravel Maintenance	1 - Make Safe	48 hours			48 hours
		2 - Temporary	5 days			**48 hours**
		3 - Permanent	18 months			**12 months**
	Walkway Mtce and Repair	2 - Temporary	30 days			30 days
		3 - Permanent	4 years			4 years
	Walkway weeds cutting	3 - Permanent	5 weeks			5 weeks
	Retaining Walls Installation and Repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	3 years			3 years
	Curb Damage/Mtce & Adjustment		5 days - 4 years			5 days - 4 years
	Traffic Calming Installation and Maintenance		30-180 days			30-180 days
	Bollard Installation and Maintenance	2 - Temporary	30 days			30 days
		3 - Permanent	18 months			**6 months**
	Driveway Culverts blocked/damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**12 months**
	Boxed (Non-driveway) Culverts blocked/damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**24 months**
	Bridge-Damaged	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**24 months**
	Bridge Debris/Litter	3 - Permanent	7 days			7 days
	Bridge-Surface Repairs	1 - Make Safe	24 hours			24 hours
		3 - Permanent	30 days			30 days
	Bridge	Bridge Inspection	1-2 times per year			1-2 times per year
	Road cleaning/debris	3 - Permanent	4 weeks			4 weeks
	Road damaged on expressway	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**6 months**
	Road Damage	3 - Permanent	4 years			4 years
	Road - gravel roads/construction	3 - Permanent	30 days			30 days
	Road - Pot hole	2 - Temporary	5 days			5 days
		3 - Permanent	90 days			**60 days**
	Road - Sinking	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**12 months**

Activity	Type	Sub-Type	Service Levels			
			2012	2013	2014	2015
Road and Sidewalk Repairs and Cleaning	Road - Spill	1 - Make Safe	10 hours			10 hours
		2 - Temporary	48 days			48 days
	Road - Water ponding	2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Sidewalk - Damaged/Concrete	1 - Make Safe	72 hours			72 hours
		2 - Temporary	30 days			**14 days**
		3 - Permanent	4 years			4 years
	Sidewalk - Damaged/Brick/Interlock	2 - Temporary	30 days			**14 days**
		3 - Permanent	4 years			4 years
	Sidewalk - Cleaning	3 - Permanent	3 weeks			**2 weeks**
	Sidewalk - AODA ramps	2 - Temporary	5 days			5 days
		3 - Permanent	4 years			**18 months**
	Sidewalks	Sidewalk Ramping	safe within 14 days			safe within 14 days
	Sidewalk - water ponding	2 - Temporary	30 days			**14 days**
		3 - Permanent	4 years			4 years
	Traffic Island - Damaged	1 - Make Safe	24 hours			24 hours
		2 - Temporary	8 weeks			8 weeks
		3 - Permanent	18 months			**12 months**
	Traffic Island - Grass cutting	3 - Permanent	5 weeks			5 weeks
	Grass Cutting		up to 6 cuts/year			up to 6 cuts/year
	Sidewalks	Sidewalk Examination and Inspection	once per year			once per year
	Street Furniture Damaged	2 - Temporary	5 days			5 days
		3 - Permanent	30 days			30 days
	Builder's Files New Development Inspections		As required			As required
	Sweeping	Mechanical Sweeping	1-2 times per month			1-2 times per month
	Sweeping	Manual Sweeping and cleaning	As required			As required
	Missed leaf collection	3 - Permanent	8 weeks (in season)			**4 weeks (in season)**
	Leaf Collection - Roadway	Manual Leaf Collection	once per year			once per year
	Leaf Collection - Roadway	Mechanical Leaf Collection	once per year			once per year
	Graffiti Complaint - Road	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks			8 weeks
	Graffiti Complaint - Sidewalk	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks			**6 weeks**
	Graffiti Complaint - Bridge	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks (Apr-Nov); 12 weeks (Dec-Mar)			8 weeks (Apr-Nov); 12 weeks (Dec-Mar)
	Utility Cut Settlement	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			**24 months**
Patrols and Investigations	Expressway		3 times in 7 days			3 times in 7 days
	Arterial		2 times in 7 days - Major; once a week for Minor			2 times in 7 days - Major; once a week for Minor
	Local & Collectors		once every 30 days			once every 30 days
	Lane		once every 30 days			once every 30 days
	Claims Investigation		As required			As required
	Complaint Investigation		4 hrs - 4 years - 90%			4 hrs - 4 years - 90%
Infrastructure Planning, Programming and Budgeting	Monitor condition and assess physical lifecycle performance of infrastructure		Reviewed every 6 months (bridges) to 2 years for others			Reviewed every 6 months (bridges) to 2 years for others
	Assess funding priorities and thresholds and develop capital program		Meeting funding target envelopes			Meeting funding target envelopes
	Plan, develop and assess modifications to address accessibility, capacity and safety		Initiate and complete study per Council direction; complete study within budget			Initiate and complete study per Council direction; complete study within budget
	Environmental Assessment study preparation and application for approval		Initiate and complete study per Council direction; complete study within budget			Initiate and complete study per Council direction; complete study within budget
	Advice or input to other agencies / proponents regarding their transportation infrastructure planning projects and processes that affect Toronto's interests		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)
	Develop, evaluate and harmonize operational practices, standards, policies and guidelines across all functional areas		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)

Activity	Type	Sub-Type	Service Levels 2012	2013	2014	2015
Infrastructure Planning, Programming and Budgeting	Maintain the City's Road Classification System and street centre-line data		Initiate and respond to requests from Councillors, residents and internal staff			Initiate and respond to requests from Councillors, residents and internal staff
	Develop, support and advance environmental initiatives / objectives in the division including the coordination of environmental and climate change risk assessments		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)
	Benchmark divisional services and assets		Initiate and complete per City Manager's office direction			Initiate and complete per City Manager's office direction
	Negotiate boundary and service agreements with other jurisdictions		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)
Pedestrian & Cycling Infrastructure and Programs	Develop annual program to deliver the Toronto Bike Plan recommendations		1 annual program developed each year			1 annual program developed each year
	Plan, design new bike ways - trails, on-street routes		11 km of bikeways installed plus 30+ km of bikeways trails designed in 2010			11 km of bikeways installed plus 30+ km of bikeways trails designed in 2010
	Plan and program installation of bicycle parking		845 bike racks installed in 2010			845 bike racks installed in 2010
	Evaluate conditions, coordinate with other capital works and program annual State of Good Repair improvements for bikeways		km of SOGR completed in 2010			7 km of SOGR completed in 2010
	Feasibility studies and pilot projects to develop/evaluate innovative cycling infrastructure designs		10 projects in 2010			10 projects in 2010
	Deliver bicycle safety, education and promotion programs		4 projects in 2010			4 projects in 2010
	Missing sidewalk program		90.0%			90.0%
	Pedestrian Safety and Infrastructure program		90.0%			90.0%
	Technical Standards Development		90.0%			90.0%
	Representing pedestrian issues in planning processes , TTC & Metrolinx projects , development review , city revitalization projects		90.0%			90.0%
	AODA Compliance		90.0%			90.0%
	Neighbourhood Infrastructure Improvement Program		90.0%			90.0%
	Partnership Initiatives / Special Projects		90.0%			90.0%
	Graffiti Management Plan		90.0%			90.0%
	Interdivisional and Inter-Agency Coordination around Street Improvement		90.0%			90.0%
	Street furniture - (Contractual Agreement) transit shelter, litter bins, benches, publication boxes, washrooms, info pillars, postering boards		95.0%			95.0%

In 2014, Transportation Services undertook a review of all service levels to better articulate the level of service being provided as well as to ensure the 2015 Service Levels properly reflected the level of service (increase or decrease) that resources can support.

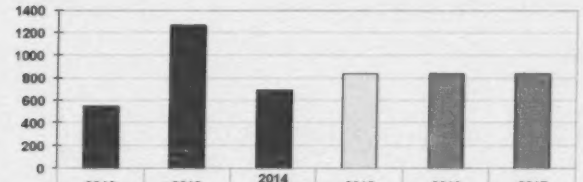
The 2015 Service Levels include changes that more accurately reflect the realistic timeframes that are achievable given the resources available within the Program.

The 2015 Service Levels that represent a change from 2014 are bolded in the chart above.

Service Performance

Effectiveness Measure

# of service requests on local roads received after the completion of a major storm



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
# of service requests on local roads received after the completion of a major storm	551	1264	692	836	836	836

- Transportation Services responds to specific service requests after major storms to ensure safe road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks.
- In 2014, the number of these requests was 692.
- Transportation Services is anticipating approximately 836 such events annually in future years.

2015 Service Budget by Activity

($000s)	2014 Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Infrastructure Planning, Programming & Budgeting	6,086.9	5,122.1	6.9	5,129.0	(958.0)	(15.7%)	341.8	5,470.8	(616.2)	(10.1%)	(208.5)	(3.8%)	111.3	2.1%
Patrols & Investigations	5,797.5	6,198.6	(25.5)	6,173.0	375.5	6.5%		6,173.0	375.5	6.5%	62.5	1.0%	24.3	0.4%
Pedestrian & Cycling Infrastructure & Programs	3,037.5	3,287.0	211.9	3,498.9	461.4	15.2%		3,498.9	461.4	15.2%	49.9	1.4%	38.4	1.1%
Public Realm Improvements & Programs	8,999.3	8,977.8	26.5	9,004.2	4.9	0.1%		9,004.2	4.9	0.1%	(178.7)	(2.0%)	56.1	0.6%
Road & Sidewalk Repairs & Cleaning	117,467.5	119,162.2	(355.3)	118,806.9	1,339.4	1.1%	970.2	119,777.1	2,309.7	2.0%	(3,981.4)	(3.3%)	402.4	0.3%
Winter Operations	96,852.7	98,299.6	(1,151.5)	97,148.1	295.4	0.3%	683.3	97,831.4	978.7	1.0%	12,126.9	12.4%	54.7	0.0%
Total Gross Exp.	238,241.4	241,047.2	(1,287.0)	239,760.2	1,518.8	0.6%	1,995.3	241,755.5	3,514.0	1.5%	7,870.7	3.3%	687.2	0.3%
REVENUE														
Infrastructure Planning, Programming & Budgeting	3,797.1	3,035.9	1.0	3,036.9	(760.2)	(20.0%)	341.8	3,378.7	(418.4)	(11.0%)	(341.8)	(10.1%)	0.1	0.0%
Patrols & Investigations	920.2	950.8		950.8	30.6	3.3%		950.8	30.6	3.3%				
Pedestrian & Cycling Infrastructure & Programs	2,648.5	2,612.4	229.5	2,841.9	193.5	7.3%		2,841.9	193.5	7.3%				
Public Realm Improvements & Programs	9,123.3	8,567.5		8,567.5	(555.8)	(6.1%)		8,567.5	(555.8)	(6.1%)	(249.8)	(2.9%)	0.3	0.0%
Road & Sidewalk Repairs & Cleaning	77,353.2	78,674.1	97.3	78,771.4	1,418.2	1.8%	2,270.2	81,041.6	3,688.4	4.8%	(1,829.0)	(2.3%)	(3,996.9)	(5.0%)
Winter Operations	1,404.7	1,461.3	1.9	1,463.2	58.5	4.2%	75.0	1,538.2	133.5	9.5%			0.4	0.0%
Total Revenues	95,246.9	95,302.0	329.8	95,631.8	384.9	0.4%	2,687.0	98,318.7	3,071.8	3.2%	(2,420.5)	(2.5%)	(3,996.0)	(4.2%)
NET EXP.														
Infrastructure Planning, Programming & Budgeting	2,289.8	2,086.2	5.9	2,092.1	(197.7)	(8.6%)		2,092.1	(197.7)	(8.6%)	133.3	6.4%	111.2	5.0%
Patrols & Investigations	4,877.3	5,247.7	(25.5)	5,222.2	344.9	7.1%		5,222.2	344.9	7.1%	62.5	1.2%	24.3	0.5%
Pedestrian & Cycling Infrastructure & Programs	389.1	674.6	(17.6)	657.0	267.9	68.9%		657.0	267.9	68.9%	49.9	7.6%	38.4	5.4%
Public Realm Improvements & Programs	(124.0)	410.3	26.5	436.7	560.7	(452.3%)		436.7	560.7	(452.3%)	71.0	16.3%	55.8	11.0%
Road & Sidewalk Repairs & Cleaning	40,114.3	40,488.2	(452.6)	40,035.6	(78.7)	(0.2%)	(1,300.0)	38,735.6	(1,378.7)	(3.4%)	(2,152.5)	(5.6%)	4,399.2	12.0%
Winter Operations	95,448.0	96,838.3	(1,153.4)	95,684.9	236.9	0.2%	608.3	96,293.2	845.2	0.9%	12,126.9	12.6%	54.3	0.1%
Total Net Exp.	142,994.5	145,745.3	(1,616.8)	144,128.4	1,133.9	0.8%	(691.7)	143,436.7	442.2	0.3%	10,291.2	7.2%	4,683.2	3.0%
Approved Positions	704.2	692.2	(5.0)	687.2	(17.0)	(2.4%)	12.0	699.2	(5.0)	(0.7%)	(3.3)	(0.5%)		

The 2015 Operating Base Budget for Road & Sidewalk Management of $239.760 million gross and $144.128 million net is $1.134 million or 0.8% over the 2014 Net Budget.

The ***Road & Sidewalk Management Service*** provides year-round maintenance of the City's transportation infrastructure assets to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles and movement of goods. These activities also prevent premature deterioration, minimize more costly repairs over the infrastructure lifecycle and minimize the City's overall liability. While also contributing to a beautiful and functional public realm.

Base budget pressures in Road & Sidewalk Management are primarily due to the following:

- Salary and benefit costs related to COLA, Progression Pay, Step increases ($1.941 million) for union/non-union staff across all activities.
- Increase in bridge and emergency repair funding ($0.500 million) for the F. G. Gardiner Expressway and minor bridge repair contracts in Etobicoke York District. Proactive work performed in the Road & Sidewalk Repairs and Cleaning activity.
- Price Increase of 4.1% per the salt contract ($0.449 million) in the Winter Operations activity.
- A net pressure related to permanent utility cut repair work as a result of the reduction in net recoveries of overhead charges for utility cut repair work previously performed by Transportation

Services that have now been assumed by Toronto Water ($0.431 million) in the Road & Sidewalk Repairs and Cleaning activity.

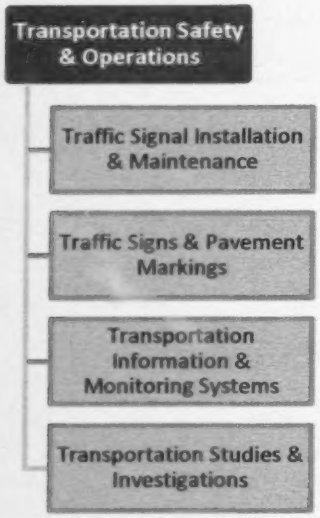
- Increased maintenance costs for roads and laneways ($0.324 million) in the Winter Operations activity due to additional roadway infrastructure.
- Offsetting some of these base pressures is the revenue increase due to the 10.3% contract price increase for utility cut repairs. A net revenue increase based on the increased average value of contract prices for utility cut repairs ($0.887 million) in the Road & Sidewalk Repairs and Cleaning activity.
- In addition, positions supporting the delivery of capital projects were reviewed by Transportation Services and adjustments were made to the capital allocation of the salary and benefit costs of each position to better reflect capital work. The incremental amount to be recovered from the capital program is $0.590 million primarily in the Infrastructure Planning, Programming & Budgeting; and Road & Sidewalk Repairs and Cleaning activities.

To help mitigate these base pressures, the service will have additional revenue from user fees ($0.101 million) based on a 2.25% inflationary factor reflected primarily in the Road & Sidewalk Repairs and Cleaning activity. In addition, as vacant positions are filled the service anticipates less reliance on overtime ($0.954 million) primarily in Winter Operations and Road & Sidewalk Repairs and Cleaning activities. Also, the Toronto Pooling Compensation for Social Housing Budget Strategy resulted in funding from the Public Realm Reserve for 2.0 positions ($0.229 million) in the Pedestrian & Cycling activity and a reduction of 5.0 vacant positions ($0.348 million) in the Road & Sidewalk Repairs and Winter Operations activities.

The 2015 Operating Budget includes funding of $0.608 million net for New and Enhanced Services, specifically enhancement of the winter maintenance program (bikeways, windrows, sidewalks, bus stops, AODA compliance) within the Winter Operations activity. As well, the budget includes a provision for the implementation of a Lane Occupancy Rental fee in 2015 which will result in additional revenue of $1.300 million in the Road & Sidewalk Repairs and Cleaning activity. Capital funding will be provided for new staff related to Ditch Rehabilitation/Culvert Reconstruction ($0.566 million) primarily in the Road & Sidewalk Repairs and Cleaning activity. One-time incremental and enhanced costs have been included for the Pan/Parapan Am Games that will be funded from a combination of City and Provincial resources in both the Road & Sidewalk Repairs and Cleaning activity ($0.479 million) and Infrastructure Planning, Programming & Budgeting activity ($0.342 million).

The Plans in 2016 and 2017 reflect anticipated volume changes that will impact revenue generated from the Toronto Water / Transportation utility cut repair program of $2.0 million increase and $4.0 million decrease respectively in the Road & Sidewalk Repairs and Cleaning activity. In addition, increases for Solid Waste Management internal charges of $0.228 million and $0.243 million respectively are reflected in the Road & Sidewalk Repairs and Cleaning activity and estimated increases of $9.0 million for the winter maintenance program (contracts currently being negotiated) are reflected in the Winter Operations activity. As well, the 2016 and 2017 plans reflect inflationary cost increases for progression pay, step and fringe benefits across all activities of $0.666 million and $0.430 million respectively, however Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations.

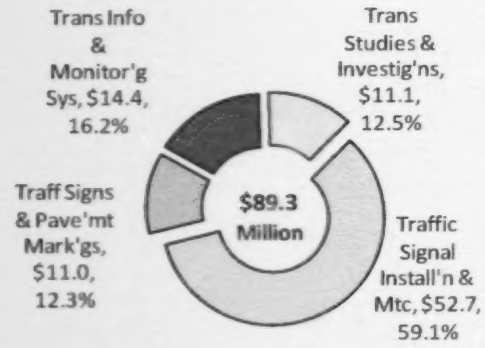
2015 Budget by Service: Transportation Safety & Operations


Transportation Safety & Operations
Traffic Signal Installation & Maintenance
Traffic Signs & Pavement Markings
Transportation Information & Monitoring Systems
Transportation Studies & Investigations

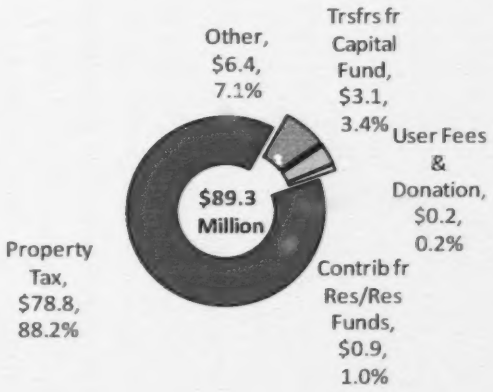
What We Do

- Monitor, analyze and manage the City's transportation network to facilitate safe and efficient public movement and property access, through application of technologically advanced systems, in support of the Official Plan's transportation objectives.

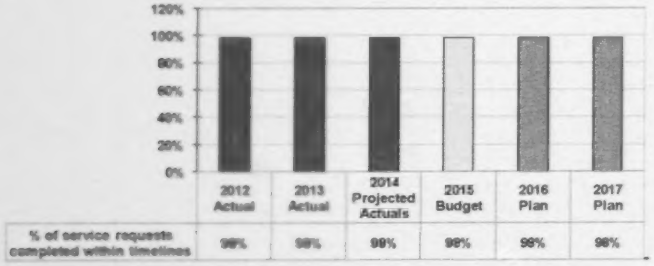
2015 Service Budget by Activity ($Millions)


Trans Info & Monitor'g Sys, $14.4, 16.2%
Trans Studies & Investig'ns, $11.1, 12.5%
Traff Signs & Pave'mt Mark'gs, $11.0, 12.3%
$89.3 Million
Traffic Signal Install'n & Mtc, $52.7, 59.1%

Service by Funding Source ($Millions)


Other, $6.4, 7.1%
Trsfrs fr Capital Fund, $3.1, 3.4%
User Fees & Donation, $0.2, 0.2%
$89.3 Million
Property Tax, $78.8, 88.2%
Contrib fr Res/Res Funds, $0.9, 1.0%

% of service requests completed within timelines



- Transportation Services installs, manufactures and maintains traffic signs and installs and maintains pavement markings.
- Since 2012, Transportation Services has completed service requests within standard timelines at a rate of 98%.
- The Program will maintain a 98% target in 2015.

2015 Service Levels

Transportation Safety & Operations

Activity	Type	Sub-Type	Service Levels			
			2012	2013	2014	2015
Transportation Studies and Investigations	Complaints		2 months - 2 years - 90%			2 months - 2 years - 90%
	Reports, by-law, bill preparation		within 1 year			within 1 year
	Traffic, parking regulation	Corner Parking Prohibition	within 4 months			**within 6 months**
	Traffic, parking regulation	Time Limit or Excessive Duration Parking	within 6 months			**within 9 months**
	Traffic, parking regulation	Residential Permit Parking	within 1 year			**within 9 months**
	Traffic, parking regulation	Alternate Side Parking	within 6 months			**within 9 months**
	Traffic, parking regulation	Angle Parking	within 6 months			within 6 months
	Traffic, parking regulation	Blocked Access By Parking	within 6 months			within 6 months
	Traffic, parking regulation	Disabled Persons' Parking Space On-Street	within 6 months			within 6 months
	Traffic, parking regulation	Parking in a Public Lane	within 6 months			**within 9 months**
	Traffic, parking regulation	Parking Meters/Machines	within 1 year			**within 9 months**
	Traffic, parking regulation	Motor Coach Parking	within 6 months			**within 9 months**
	Traffic, parking regulation	Taxicab Stand	within 6 months			**within 9 months**
	Traffic, parking regulation	Public Transit Loading Zone (Public Transit)	within 6 months			**within 9 months**
	Traffic, parking regulation	Disabled Loading Zone (WheelTrans/Disabled)	within 6 months			within 6 months
	Traffic, parking regulation	Commercial Loading Zone (Commercial)	within 6 months			**within 9 months**
	Traffic, parking regulation	Special Parking Considerations	within 6 months			**within 4 weeks**
	Traffic, parking regulation	General Parking Regulations Prohibition	within 1 year			within 1 year
	Pedestrian	Pedestrian Crossing Protection	within 2 years			**within 9 months**
	Pedestrian	New Pedestrian Refuge Island	within 2 years			**within 9 months**
Transportation Studies and Investigations	Pedestrian	New Pedestrian Crossover Installation	within 2 years			**within 9 months**
	Pedestrian	Pedestrian Crossover Operation	within 6 months			**within 9 months**
	Pedestrian	New Sidewalks	within 2 years			within 2 years
	Pedestrian	Streetcar Platforms	within 2 years			**within 9 months**
	TCS analysis	Intersection Safety Review	within 2 years - 90%			**within 9 months**
	TCS analysis	New Traffic Control Signal Request	within 2 years - 90%			**within 9 months**
	TCS analysis	Left/Right Turn Signal Priority Features	within 2 years - 90%			**within 1 year**
	TCS analysis	Pedestrian Issues/Timing/Delays	within 2 years - 90%			**within 9 months**
	TCS analysis	Temporary Signal Timings	within 3 months - 90%			within 3 months - 90%
	TCS analysis	Signal Pre-emption	within 2 years - 90%			**within 9 months**
	TCS analysis	Mode of Control (Signal Change w/o Traffic)	within 2 years - 90%			**within 9 months**
	TCS analysis	Bicycle Signal	within 2 years - 90%			**within 9 months**
	TCS analysis	Signal Timing Review/Vehicle Delays	within 2 years - 90%			**within 9 months**
	Schools	School Zone Safety Review	within 1 year			**within 9 months**
	Schools	School Bus Loading Zone	within 6 months			**within 9 months**
	Schools	Student Pick-up/Drop-off Area	within 6 months			**within 9 months**
	Schools	Student Crossing Issues	within 6 months			within 6 months
	Schools	School Safety Programs	within 6 months			within 6 months
	Schools	School-Related Warning Signs	within 4 months			**within 6 months**
	Neighbourhood plans	Community Traffic Study	within 3 months			**within 9 months**
	Neighbourhood plans	Traffic Calming Measures (i.e. Speed hump)	within 2 years - 90%			**within 1 year**
	Neighbourhood plans	Traffic Infiltration (turn prohibitions)	within 1 year			within 1 year
	Neighbourhood plans	Speeding	within 6 months			**within 9 months**
	Neighbourhood plans	Speed Bumps in Laneway	within 2 years			**within 9 months**
	Neighbourhood plans	Speed Watch Programme	within 1 year			**within 9 months**
	Neighbourhood plans	One-way Streets	within 2 years			**within 1 year**
	Neighbourhood plans	All-Way Stop Sign Controls	within 6 months			**within 9 months**
	Neighbourhood plans	New Subdivisions	within 2 years			**within 9 months**
	Neighbourhood plans	Heavy Trucks Prohibition	within 6 months			**within 9 months**
	Neighbourhood plans	Road Design	within 2 years			**within 9 months**
	Neighbourhood plans	Sight Line Obstruction	within 6 months			**within 3 months**
	Neighbourhood plans	Development Applications	within 6 months			within 6 months
	Signs and Delineation	Investigate New Pavement Markings	within 1 year			**within 9 months**
	Signs and Delineation	Investigate Regulatory Signs	within 1 year			**within 9 months**
	Signs and Delineation	Investigate Temporary Condition Signs Work Zone/Construction Set-Up	within 3 months			within 3 months
	Signs and Delineation	Investigate Warning Signs	within 3 months			within 3 months
	Signs and Delineation	Investigate Guide and Information Signs	within 6 months			**within 9 months**
	Signs and Delineation	Investigate Vehicles Leaving Roadway	within 1 year			**within 6 months**
	Signs and Delineation	Lane Designation	within 1 year			**within 9 months**
	Signs and Delineation	Reserved Lane (HOV)	within 2 years			**within 9 months**

Activity	Type	Sub-Type	Service Levels			
			2012	2013	2014	2015
Transportation Information and Monitoring Systems	Work Zone Coordination		within 1 year			within 1 year
	Signal Coordination Studies		70	TBD		TBD
	Traffic control signal timings		1100			1100
	Transit priority		30	TBD		TBD
	Accessible Pedestrian Signals (APS)		35	TBD		TBD
	Pedestrian crossover timings		20			20
	Emergency pre-emption		5 changes / 1 new			5 changes / 1 new
	Expressway / Arterial RESCU system		100% within the 1 hr			100% within the 1 hr
	Signal timing requests - current timings		80% complete (within 1 week)	TBD		TBD
	Signal timing requests - historical timings		75% complete (within 6 weeks)	TBD		TBD
	Divisional customer service management		95.0%			95.0%
	Divisional service standards, benchmark system analysis and reporting		100 % within 12 months			100 % within 12 months
	Transportation Emergency Management Plan - training for response, communication, planning, mitigation and recovery		1	TBD		TBD
	Divisional coordination liaise with the office of emergency management		1			1
Transportation Information and Monitoring Systems	Divisional coordinating body for the evaluation and development of performance measuring, harmonization, budget control, maintenance control, data collection, customer service control		90.0%	TBD		TBD
	New Technology efficiency projects		90.0%	TBD		TBD
	Activity process mapping for best practises		100% within 12 months	TBD		TBD
	Traffic Enforcement		enforced within 30 days 100% of the time			enforced within 30 days 100% of the time
	Traffic Volume Data		study completed every four years 95% of the time			study completed every four years 95% of the time
	Traffic Collision Data		record corrected within 12 months of event date 75% of the time			record corrected within 12 months of event date 75% of the time
	Traffic Safety Investigations		safety performance of arterial and collector roads quantified every 5 years 100% of the time			safety performance of arterial and collector roads quantified every 5 years 100% of the time
	Traffic signal		100.0%			100.0%
	Street Lighting					
	PXO	Installation	100.0%			100.0%
	Respond to Locates	Maintenance	100.0%			100.0%
	Beacon	Installation	100.0%			100.0%
	Cabinet Access	Maintenance	100.0%			100.0%
	Closed circuit TV camera		100.0%			100.0%
	Changeable message signs		100.0%			100.0%
Traffic Signs and Pavement Markings	Regulatory		1-14 days			1-14 days
	Permit parking		1-30 days - 90%; 10% not achieving			1-30 days - 90%; 10% not achieving
	Missing/damaged signs	3 - Permanent	6 months			6 months
		2 - Temporary	2 weeks			2 weeks
		1 - Make Safe	4 hours			4 hours
	Sign maintenance	1 - Make Safe	4 hours			4 hours
	Missing/faded pavement markings	3 - Permanent	1 year			1 year
		2 - Temporary	2 weeks			2 weeks
	Replace/Install	Warning/ advisory	1-30 days			1-30 days
		Guide and directional	30 Days			30 Days
	Temp. conditions	Temporary conversion of one-way road for two-way traffic, associated with a special event	7 days			7 days
	Street name	Fabricate missing/damaged sign	14 days			14 days
	Events	Installation of perimeter warning signs associated with special events road closure	7 days			7 days
	Bike symbol / diamond symbol		80% Achieved			80% Achieved
	Structures maintenance and inspection	Overhead sign structures	once per year			once per year
	Re-marking	Lane	1-2 times per year			1-2 times per year
		Transverse	1-2 times per year			1-2 times per year
		Pedestrian / zebra	within 12 months			within 12 months
		Turn Arrows	once every 1-2 years			once every 1-2 years
		Speed Hump Symbols	repaint once per year			repaint once per year

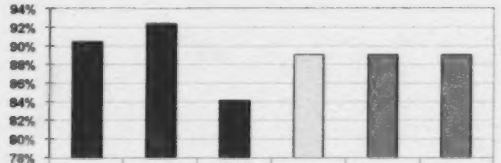
In 2014, Transportation Services undertook a review of all service levels to better articulate the level of service being provided as well as to ensure the 2015 Service Levels properly reflected the level of service (increase or decrease) that resources can support.

The 2015 Service Levels include changes that more accurately reflect the realistic timeframes that are achievable given the resources available within the Program.

The 2015 Service Levels that represent a change from 2014 are bolded in the chart above.

Service Performance

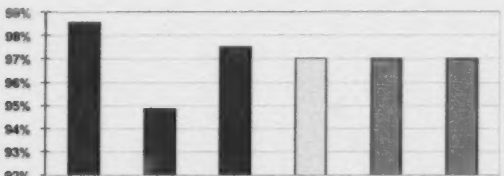
Effectiveness Measure - % of Emergency calls attended to within 90 minutes



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of Emergency (P1) calls attended to within 90 minutes (unplanned inspections)	90%	92%	84%	89%	89%	89%

- Transportation Services facilitate safe and efficient public movement throughout the City.
- In 2014, 84% of emergency calls were attended to within 90 minutes.
- The Program will maintain an 89% target in 2015 and future years.

Effectiveness Measure - % of P2 calls attended to within 48 hours (unplanned inspections)



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Budget	2016 Plan	2017 Plan
% of calls (P2) attended to within 48 hours (unplanned inspections)	99%	95%	98%	97%	97%	97%

- Transportation Services monitors, analyzes and manages the City's extensive transportation network.
- In 2014, 98% of P2 calls were attended to within 48 hours.
- The Program will maintain a 97% target in 2015 and future years.

2015 Service Budget by Activity

($000s)	2014 Budget	2015 Operating Budget							Incremental Change					
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Traffic Signal Installation & Maintenance	51,516.9	52,598.8	123.4	52,722.2	1,205.3	2.3%		**52,722.2**	1,205.3	2.3%	35.0	0.1%	26.7	0.1%
Traffic Signs & Pavement Markings	10,521.7	10,607.9	(75.0)	10,532.9	11.2	0.1%	467.0	**10,999.9**	478.2	4.5%	(435.3)	(4.0%)	14.7	0.1%
Transportation Information & Monitoring Systems	13,905.0	14,215.4	(193.2)	14,022.2	117.1	0.8%	413.9	**14,436.1**	531.0	3.8%	(221.1)	(1.5%)	66.8	0.5%
Transportation Studies & Investigations	11,027.2	11,209.1	(91.7)	11,117.4	90.2	0.8%		**11,117.4**	90.2	0.8%	155.7	1.4%	109.1	1.0%
Total Gross Exp.	86,970.8	88,631.1	(236.5)	88,394.7	1,423.9	1.6%	880.9	**89,275.5**	2,304.8	2.7%	(465.6)	(0.5%)	217.3	0.2%
REVENUE														
Traffic Signal Installation & Maintenance	3,219.7	3,867.1	400.0	4,267.1	1,047.4	32.5%		**4,267.1**	1,047.4	32.5%			0.3	0.0%
Traffic Signs & Pavement Markings	997.3	886.9		886.9	(110.5)	(11.1%)	467.0	**1,353.8**	356.5	35.7%	(467.0)	(34.5%)	0.1	0.0%
Transportation Information & Monitoring Systems	1,396.0	2,083.8	1.7	2,085.5	689.5	49.4%	413.9	**2,499.4**	1,103.4	79.0%	(302.9)	(12.1%)	0.1	0.0%
Transportation Studies & Investigations	2,209.8	2,368.6	1.8	2,370.4	160.6	7.3%		**2,370.4**	160.6	7.3%			0.1	0.0%
Total Revenues	7,822.8	9,206.3	403.6	9,609.8	1,787.0	22.8%	880.9	**10,490.7**	2,667.9	34.1%	(769.9)	(7.3%)	0.5	0.0%
NET EXP.														
Traffic Signal Installation & Maintenance	48,297.2	48,731.7	(276.6)	48,455.1	157.9	0.3%		**48,455.1**	157.9	0.3%	35.0	0.1%	26.4	0.1%
Traffic Signs & Pavement Markings	9,524.4	9,721.0	(75.0)	9,646.1	121.7	1.3%		**9,646.1**	121.7	1.3%	31.7	0.3%	14.6	0.2%
Transportation Information & Monitoring Systems	12,509.0	12,131.6	(195.0)	11,936.7	(572.3)	(4.6%)		**11,936.7**	(572.3)	(4.6%)	81.8	0.7%	66.8	0.6%
Transportation Studies & Investigations	8,817.4	8,840.5	(93.5)	8,747.0	(70.4)	(0.8%)		**8,747.0**	(70.4)	(0.8%)	155.7	1.8%	109.0	1.2%
Total Net Exp.	79,147.9	79,424.8	(640.0)	78,784.8	(363.1)	(0.5%)		**78,784.8**	(363.1)	(0.5%)	304.2	0.4%	216.8	0.3%
Approved Positions	250.1	252.1		252.1	2.0	0.8%	1.0	**253.1**	3.0	1.2%				

The 2015 Operating Base Budget for Transportation Safety & Operations of $88.395 million gross and $78.785 million net is $0.363 million or 0.5% under the 2014 Net Budget.

Through the application of technologically advanced systems, the ***Transportation Safety & Operations Service*** manages the City's transportation network in order to ensure safe and efficient public movement and property access.

Base budget pressures in Transportation Safety & Operations are primarily due to the following:

- Salary and benefit costs related to COLA, Progression Pay, Step increases ($0.668 million) for union/non-union staff across all activities.
- Increase in costs charged to Transportation Services by Ontario One Call to manage the request for Traffic Loop Detector stake-outs ($0.320 million) impacting the Traffic Signal Installation & Maintenance activity.
- An additional pressure related to the street lighting hydro costs ($0.777 million). The base budget has been adjusted to reflect actual cost within the Traffic Signal Installation & Maintenance activity. In 2013, a budget reduction of $2.0 million net was approved with no resulting change in service level. For 2014, a further budget reduction of $0.402 million was included with no resulting change in service level. Analysis will continue to determine the appropriate level of funding for this expenditure and any further adjustments will be presented as part of the 2015 Budget process.
- Offsetting some of these base pressures is an increase in recovery from capital. Positions supporting the delivery of capital projects were reviewed by Transportation Services and

adjustments were made to the capital allocation of the salary and benefit costs of each position to better reflect capital work. The incremental amount to be recovered from the capital program is $1.441 million primarily in the Traffic Signal Installation & Maintenance; Transportation Information & Monitoring Systems; and Transportation Studies & Investigations activities.

- To help mitigate these base pressures, the Service achieved line-by-line review savings of $0.190 million net (primarily in the Transportation Information & Monitoring Systems activity). In addition, the service will have an increase in recoveries from utilities to replace loop detectors ($0.400 million net) to offset costs associated with repairing traffic signal loop detectors damaged by utility roadway construction. Authority for Transportation Services to collect these recoveries already exists. This revenue is within the Traffic Signal Installation & Maintenance activity.
- The 2015 Operating Budget includes New and Enhanced Service priorities including one-time incremental costs for the Pan/Parapan Am Games ($0.770 million) that will be funded from Provincial resources in both the Traffic Signs & Pavement Markings activity ($0.467 million) and Transportation Information & Monitoring Systems activity ($0.303 million). As well, capital funding will be provided for new staff required Traffic Congestion Management analysis/reporting ($0.111 million) in the Transportation Information & Monitoring Systems activity.
- The 2016 and 2017 plans reflect inflationary cost increases for progression pay, step and fringe benefits across all activities of $0.300 million and $0.212 million respectively, however Cost of Living Adjustments (COLA) have not been included in 2016 and 2017 as it is subject to future contract negotiations

Transportation Services

2015 – 2024 Capital Budget and Plan Overview

Transportation Services maintains infrastructure valued at $10.129 billion, comprised of 5,600 km of roads, 130 km of expressways, 8,000 km of sidewalks, 970 bridges/culverts and 2,284 traffic control signals.

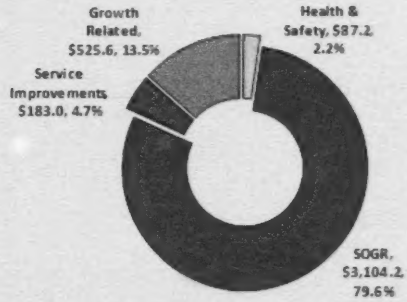
The 2015–2024 Capital Plan focuses on maintaining these assets in a state of good repair (SOGR). Specifically, SOGR funding of $613.933 million is included for major road rehabilitation, $666.528 million for local road rehabilitation, $970.0 million for the F. G. Gardiner expressway, $414.476 million for city bridges and $155.216 million for sidewalks.

Included in this funding is an increased investment of $930.4 million in Transportation infrastructure directed toward projects that will address accumulated backlog of state of good repair, facilitate an accelerated delivery of capital work on the Gardiner Expressway by 8 years, as well as increased funding for growth related projects that will help manage traffic congestion in areas that have experienced significant growth over recent years.

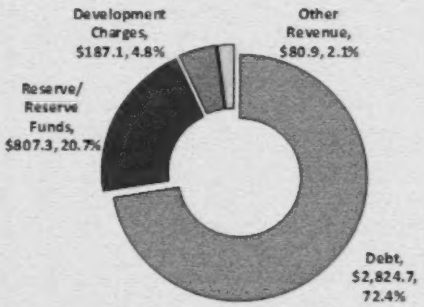
The 10-Year Capital Plan also includes funding that has been allocated for cycling infrastructure, safety improvement projects such as Light Emitting Diode (LED) signal module conversions, accessible pedestrian signals, and advanced traffic control signal initiatives including RESCU projects.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Completion of several major capital projects including:
  - Dufferin Street, Peel Ave to Dundas St.
  - Bayview Avenue, York Mills to HWY 401 (In Progress).
  - Lawrence Ave. E. McCowan Rd. to Markham Rd.
  - Lawrence Ave E., Kingston Rd to Markham Rd.
  - Lawrence Ave E., Yonge St to Bayview Ave
  - Finch Avenue W, Dufferin to Signet Dr
  - Finch Avenue W, Kipling Ave to HWY 27
  - Lake Shore Boulevard W, Bay St to Windermere Ave
  - Queen's Park , College St to Bloor St
  - Dundas St E, Carlaw Ave to Broadview Ave
  - Victoria Park Ave, Eglinton Ave E to Lawrence Ave E
  - Nelson Road, Ellesmere Rd to Tapscott Rd
  - McCowan Road, Steeles Ave E to McNicoll Ave
- Continued state of good repair maintenance and rehabilitation work on bridges, expressways, major and local road reconstruction and sidewalk maintenance, including related traffic signal and traffic plant maintenance, salt management and pedestrian safety projects.
- Continued Service Improvement projects such as cycling trails in the parks and ravine systems, and in hydro and rail corridors across the City.
- Continued work on the Redlea Avenue (Steeles to McNicoll) and Regent Park Revitalization projects.

Key Challenges & Priority Actions

Addressing the State of Good Repair Backlog – the 2014 year-end backlog is estimated at $980.922 million and is anticipated to grow to $1.121 billion by 2024.

- The 10-Year Capital Plan includes funding of $3.104 billion for SOGR funding to address accumulated backlog primarily for major and local roads and the rehabilitation of the F.G. Gardiner Expressway, including increased funding of $284 million.

The Management of Traffic Congestion in the City – As densification in the City of Toronto continues, the demands on the City's road network also increases resulting in congestion.

- The 10-Year Capital Plan includes funding of $526 million for growth related project, including traffic congestion management projects and projects that help manage traffic congestion in areas that have experienced significant growth over recent years. This includes a increased investment of $124 million.

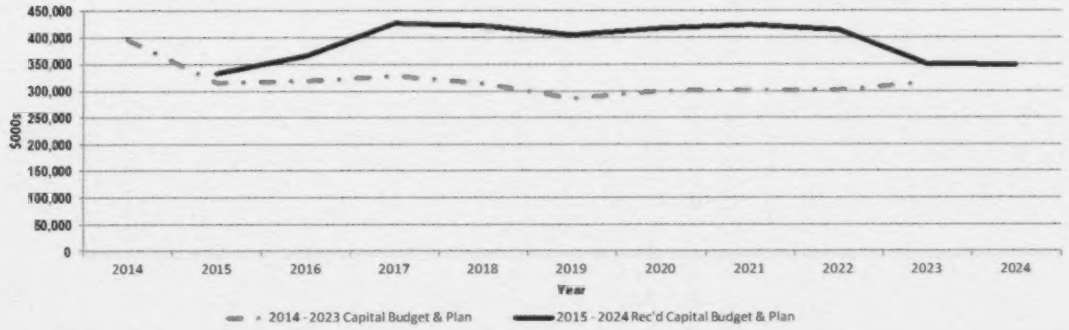
2015 Capital Budget Highlights

The 2015 Capital Budget for Transportation Services of $470.562 million, including carry forward funding, will:

- Begin the Yonge Street/Highway 401 Interchange Improvements ($2.500 million), St Clair West/Metrolinx Georgetown Grade Separation ($2.000 million) and King Liberty Cycling Pedestrian Bridge ($1.000 million).
- Continue the Traffic Congestion Management project to expand the existing Intelligent Transportation Systems (ITS) to better manage congestion on arterial roadways and expressways ($8.961 million).
- Continue and enhance state of good repair maintenance and rehabilitation work on:
  - City Bridges ($50.616 million);
  - F. G. Gardiner Expressway ($51.202 million);
  - Major road rehabilitation ($80.068 million);
  - Local road rehabilitation ($65.186 million); and
  - Additional funding for sidewalk maintenance, including related traffic signal and traffic plant maintenance and pedestrian safety projects.
- Continue health and safety projects such as audible pedestrian signals ($3.006 million), new traffic control signals / devices ($4.831 million) and major modifications to signals ($3.330 million).
- Continue work on service improvement projects such as cycling infrastructure ($16.656 million), traffic control - RESCU ($3.972 million) and advanced traffic signal control ($3.940 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	395,465	314,717	318,850	327,843	312,852	285,502	299,279	300,230	301,500	315,352		3,171,590
2015 - 2024 Rec'd Capital Budget & Plan		332,246	364,985	426,398	421,789	404,329	416,776	422,975	413,029	349,569	347,881	3,899,977
Change %		5.6%	14.5%	30.1%	34.8%	41.6%	39.3%	40.9%	37.0%	10.9%		23.0%
Change $		17,529	46,135	98,555	108,937	118,827	117,497	122,745	111,529	34,217		728,387

Table 1

Summary of Capital Projects by Category (In $000s)

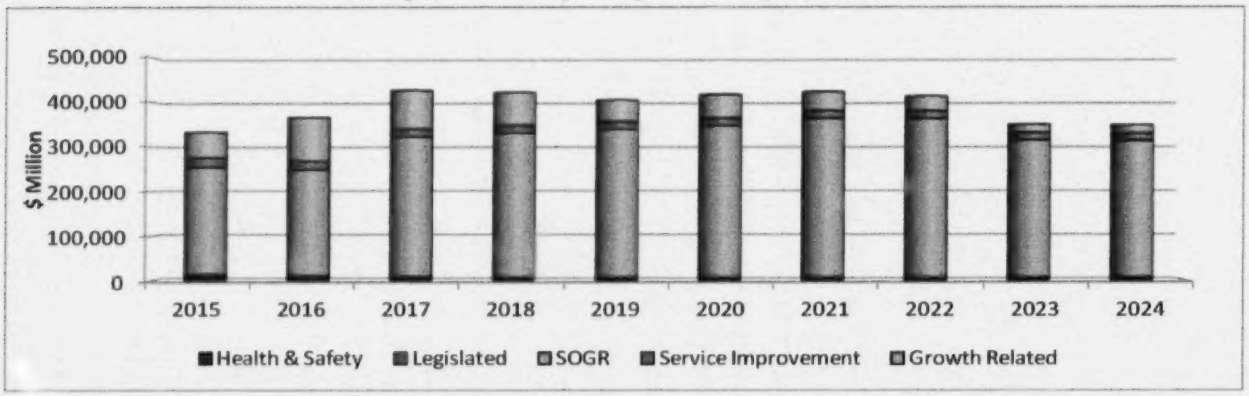
	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Signal Major Modifications		2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	22,900	
New Traffic Control Signals / Devices		2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	21,800	
Accessible Pedestrian Signals (Audible Signals)		2,000	1,500	810	810	810	810	810	810	810	810	9,980	
Salt Management Program		850	1,077	1,105	1,131	1,159	1,159	1,159	1,159	1,159	1,159	11,117	
Pedestrian Safety and Infrastructure Programs		641	657	673	690	707	707	707	707	707	707	6,903	
Upgrades To Meet New ESA Requirements		400	400	400	400	400	400	400	400	400	400	4,000	
PXO Visibility Enhancement		569	569									1,138	
Traffic Sign Structure Replacement		915	200									1,115	
Local Geometric Traffic Safety Improvements		2,000	2,000	2,000								6,000	6,000
2 Way Radio Communication		2,200										2,200	2,200
Sub-Total		**14,045**	**10,873**	**9,458**	**7,501**	**7,546**	**7,546**	**7,546**	**7,546**	**7,546**	**7,546**	**87,153**	**8,200**
State of Good Repair													
Don Valley Parkway Rehabilitation		2,319	2,319	2,435	2,496	2,558	2,558	2,558	2,558	2,558	2,558	24,917	
Traffic Plant Requirements/Signal Asset Mgmt.		5,436	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	56,736	
City Bridge Rehabilitation		39,136	41,026	33,491	40,481	40,837	41,388	41,106	40,517	49,849	46,645	414,476	
Major Road Rehabilitation		60,870	62,356	58,121	57,644	59,972	59,622	60,369	60,369	67,305	67,305	613,933	
Local Road Rehabilitation		50,251	47,421	54,357	61,702	64,449	71,210	71,722	72,472	86,472	86,472	666,528	
Bathurst Street Bridge Rehabilitation		1,182	12,281	12,150	2,700							28,313	28,313
Dufferin Street Bridge Rehabilitation		600	550	550	12,620	12,630						26,950	26,950
Sidewalks		17,774	16,573	18,515	15,235	15,123	15,408	14,147	14,147	14,147	14,147	155,216	
Laneways		1,558	2,088	2,193	2,248	1,855	1,800	1,800	1,800	1,800	1,800	18,942	
Retaining Walls Rehabilitation		1,218	1,218	1,279	1,311	1,344	1,344	1,344	1,344	1,344	1,344	13,090	
Neighbourhood Improvements		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	
Traffic Plant Restoration	1,300	800	800									1,600	2,900
Facility Improvements		800	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,900	
Ditch Rehabilitation and Culvert Reconstruction		600	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,600	
Interim Rehabilitation of Roads		8,000	8,000	8,000								24,000	24,000
Major SOGR Pooled Contingency		4,637	4,397	4,191	4,337	4,476	4,535	4,528	4,533	5,222	5,138	45,994	
F.G. Gardiner **	63,650	40,700	27,870	106,830	112,800	118,300	131,100	148,100	147,100	67,800	69,400	970,000	1,033,650
Sub-Total	**64,950**	**237,481**	**237,099**	**312,312**	**323,774**	**331,744**	**339,165**	**355,874**	**355,040**	**306,697**	**305,009**	**3,104,195**	**1,115,813**
Service Improvements													
Cycling Infrastructure		10,480	10,250	9,205	8,100	8,303	8,303	8,303	8,303	8,303	8,303	87,853	
Traffic Calming		283	283	298	305	312	312	312	312	312	312	3,041	
Advanced Traffic Signal Control		2,500	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	14,650	
Pan Am Path	200	50										50	250
Traffic Control - RESCU		1,960	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	11,860	
Engineering Studies		4,500	3,000	3,000	3,000	3,038	3,038	3,038	3,038	3,038	3,038	31,728	
Transportation Safety & Local Improvement Program		1,283	1,283	1,297	1,305	1,313	1,313	1,313	1,313	1,313	1,313	13,046	
LED Signal Module Conversion		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	
Signs and Markings Asset Management		1,800	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,800	
Sub-Total	**200**	**23,856**	**19,266**	**18,250**	**17,160**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**183,028**	**250**
Growth Related													
Third Party Signals		900	900	900	900	900	900	900	900	900	900	9,000	
Ingram Drive Extension - Grade Separation	6,600		9,000	9,000			15,000	15,000	5,000			53,000	59,600
Steeles Widenings (Tapscott Road - Beare Road)			4,000	4,000	17,000	13,000						38,000	38,000
Growth Related Capital Works		300	300	300	300	300	300	300	300	300	300	3,000	
Scarlett/St Clair/Dundas			8,500	7,000	10,000	15,000	10,000					50,500	50,500
Work for TTC & Others		18,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	54,000	
Traffic Congestion Management	3,000	7,000	5,000	5,000								17,000	20,000
Allen Road Individual EA	1,250	1,250										1,250	2,500
North Queen (New Street)									1,000	6,000	6,000	13,000	13,000
Georgetown South City Infrastructure Upgrades		13,420	13,420	13,420	13,420	13,420						67,100	67,100
Port Union Road		300	4,700									5,000	5,000
Six Points Interchange Redevelopment		9,500	9,500	8,500	10,548							38,048	38,048
Metrolinx Additional Infrastructure					5,000	5,000						10,000	10,000
Redlea Avenue (Steeles to McNicoll)	3,000	5,000										5,000	8,000
Steeles Avenue East/Kennedy Road Grade Separation		500										500	500
North York Service Road	15,740		5,000									5,000	20,740
Regent Park Revitalization		1,354	793	1,565	956	627	301	229	117			5,942	
Yonge Street/Highway 401 Interchange Improvements		2,500	11,250	11,250								25,000	25,000
King Liberty Cycling Pedestrian Bridge		1,000	6,000									7,000	7,000
Gardiner York/Bay/Yonge Reconfiguration	1,000		15,000	15,000	5,000							35,000	36,000
Legion Road Extension & Grade Separation							15,000	15,000	15,000			45,000	45,000
St Clair West/Metrolinx Georgetown Grade Separation		2,000	6,000	12,000	12,000							32,000	32,000
Lawrence-Allen Revitalization Project	13	550	1,094	1,153	940	2,086	438					6,261	6,274
Sub-Total	**30,603**	**63,574**	**104,457**	**93,088**	**80,064**	**54,333**	**45,939**	**35,429**	**26,317**	**11,200**	**11,200**	**525,601**	**484,262**
Total Expenditures by Category	**95,753**	**338,956**	**371,695**	**433,108**	**428,499**	**411,039**	**410,066**	**416,263**	**406,319**	**342,859**	**341,171**	**3,899,977**	**1,608,525**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Major Road Rehab projects)*

***The total project cost for the Gardiner reflect the 2012 - 2024 costs, the 25 year project cost based on the Council approved Strategic Plan is $1.879 billion.*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

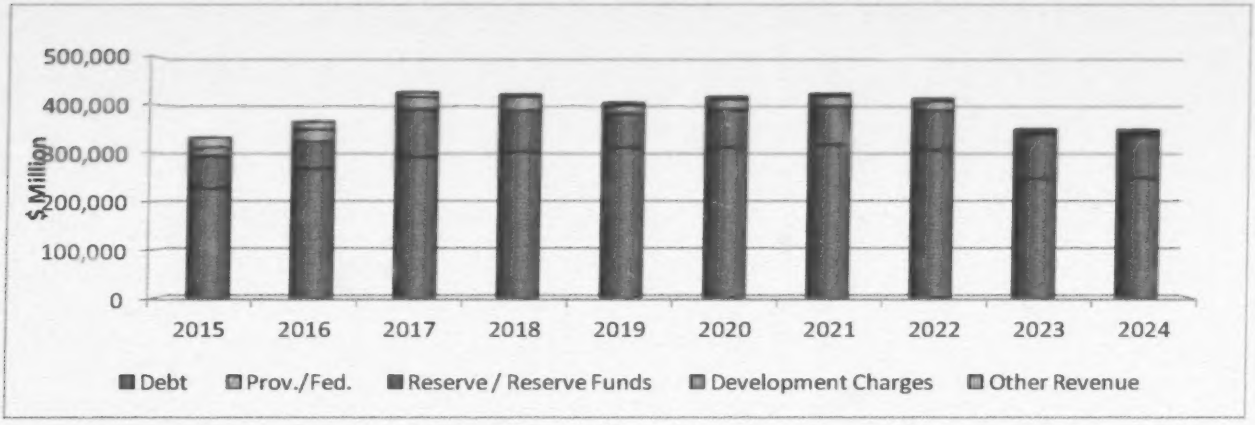


As illustrated in the chart above, the 10-Year Capital Plan for Transportation Services of $3.900 billion predominately provides funding for SOGR and Growth Related projects, which represent 93.1% of total funding over the 10-year period. In this way, the City is balancing the needs of existing infrastructure characterized by an aging transportation network, with requirements to accommodate growth.

- The level of funding for SOGR projects make up the largest category of projects in the Transportation Services' 10-Year Capital Plan with funding totaling $3.104 billion or 79.6% of the total planned cash flow of $3.900 billion.
  - State of Good Repair projects include maintenance and rehabilitation work on bridges, expressways (F.G. Gardiner and Don Valley Parkway), major road rehabilitation and local road rehabilitation projects and sidewalk repairs.
- The level of funding for Growth Related projects account for 13.5% or $525.601 million of the total 10-Year Capital Plan's project expenditures.
  - Examples of Growth Related projects include the Steeles Widenings (Tapscott Road - Beare Road), St Clair West/Metrolinx Georgetown Grade Separation, Legion Road Extension & Grade Separation, Scarlett/St Clair/Dundas Bridge, Lawrence-Allen Revitalization Project (Phase 1), Traffic Congestion Management, Ingram Drive Extension - Grade Separation, Yonge Street / Highway 401 Interchange Improvements, and the Six Points Interchange Redevelopment.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $3.900 billion will be financed by the following sources:

- Debt, which accounts for $2.825 million or 72.4% of the financing over the 10-year period.
  - Debt funding is $819.307 million over the originally established debt guidelines across the 10-year period.
  - This increased investment is to address priority transportation projects and reduce user impacts associated with originally planned Gardiner construction.
- Capital financing from reserves / reserve funds constitutes $807.270 million or 20.7% of required funding over the 10 year period.
  - This funding source is primarily financed from proceeds from the use of surplus operating funds in accordance with the City's surplus distribution policy, anticipated contributions to Transportation Services from the Federal and Provincial government, MLTT revenue above the base estimates included in the 2015 Operating Budget, as well as anticipated future one-time dividends from Build Toronto and the Toronto Parking Authority.
  - Also included here is reserve funding for specific eligible projects (i.e. Bike Plans, Six Points Interchange Redevelopment, Neighbourhood Improvements).
- Development Charges (DC) fund approximately 4.8% or $187.121 million of the 10-Year Capital Budget and Plan and are used for Growth Related and Service Improvement projects.
  - Development Charge funding for eligible growth projects has been maximized. The DC funding estimates are based on existing DC By-Law balances, and revenue projections and development charge rates approved by Council at its meeting of October 8, 9 10 and 11, 2013. DC funded projects included in the 10-Year Capital Plan have been confirmed as eligible for Development Charge financing and the approved revenue projections have been updated, indicating higher than expected revenues in future years. Consequently, Development Charge funded projects were revised to ensure maximum use of available funding.

Table 2
Net Operating Impact Summary (In $000s)

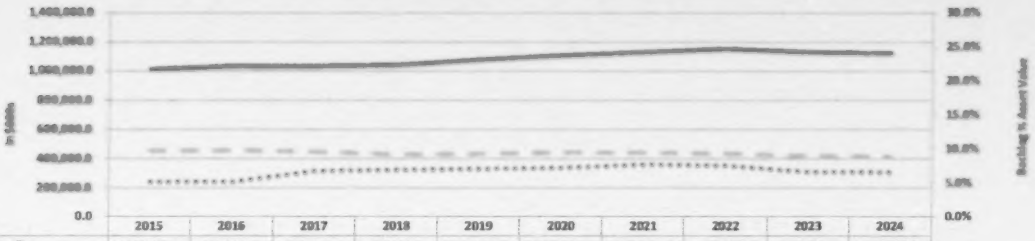
	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Cycling Infrastructure	36.0		36.0								72.0	-		
New Traffic Control Signals / Devices	180.0		180.0								360.0	-		
New Projects - 2015														
Cycling Infrastructure	105.0										105.0	-		
Total (Net)	321.0	-	216.0	-	-	-	-	-	-	-	537.0	-	-	-

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $537.0 million net over the 2015 – 2016 period, as shown in the table above.

This is comprised of funding to sustain the following:

- In 2015, Transportation Services will require additional operating funding of $0.105 million to maintain and service new cycling infrastructure (Richmond St., Adelaide St., Wellesley St., Lower Sherbourne).
- In addition, Transportation Services will require additional operating funding of $0.216 million in both 2015 and 2016 as a result of new projects in 2014. Funding of $0.036 million is needed to maintain and service the Wellesley St. separated bike lane and $0.180 million for operational costs of new signal infrastructure.

Chart 4
SOGR Funding & Backlog (In $000s)



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	237,481.0	237,099.0	312,312.0	323,774.0	331,744.0	339,165.0	355,874.0	355,040.0	305,697.0	305,009.0
Accumulated Backlog Est.	1,010,623.0	1,031,642.0	1,034,993.0	1,038,200.0	1,080,686.0	1,109,437.0	1,132,764.0	1,149,769.0	1,129,603.0	1,120,616.0
Backlog % of Asset Value	9.7%	9.7%	9.6%	9.1%	9.3%	9.4%	9.4%	9.3%	9.0%	8.7%

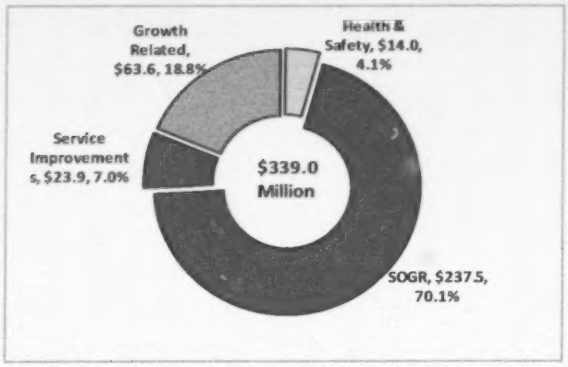
The 10-Year Capital Plan dedicates $3.104 billion to SOGR spending over 10-Year period, which on average is $310.420 million annually.

- Transportation Services has stewardship over linear assets such as bridges, roads, expressways, sidewalks and traffic signals that are valued at $10.129 billion, based on asset replacement costs. A large portion of Transportation Services' infrastructure consists of roads and bridges that are 40 to 50 years old.
- At the end of 2014, Transportation Services will have a backlog of state of good repair work for infrastructure renewal estimated at $980.922 million, representing 9.7% of the asset replacement value (excluding the asset value of the F.G. Gardiner Expressway, which will be assessed as part of the Strategic Rehabilitation Plan).
- The backlog is estimated based on field observations and an engineering assessment of the condition of the pavement or bridge structure and the estimated cost of rehabilitating this infrastructure. The individual locations that actually makeup the backlog continually change as infrastructure that has been rehabilitated is replaced on the backlog list by infrastructure that, in the meantime, has reached its useful life span. Addressing the backlog is also dependant on the capital programs of Toronto Water, TTC and the numerous utility companies, which have to be coordinated with the Transportation Services' Capital Program.
- Despite significant investments in infrastructure renewal projects between 2015 to 2024 the SOGR backlog is anticipated to increase to $1.121 billion by year-end 2024, representing 8.7% of the asset replacement value.
- The 10-Year Capital Plan dedicates $3.104 billion to address state of good repair, which represents an increase of $668.968 million in SOGR funding above the 2014 – 2023 Capital Budget and Plan, primarily arising from the addition of funding for *Local Roads Rehabilitation*, *Sidewalk projects and* the *F. G. Gardiner rehabilitation project* (added funding for the Gardiner to be used to facilitate project acceleration).
- The increase in SOGR funding in the 2015 – 2024 Capital Budget and Plan, is in addition to funding that was added to the F. G. Gardiner Expressway and Major Roads as part of the 2013 and 2014 Budget process. Even still, it is anticipated that Transportation Services' SOGR backlog will continue to increase over the 10-year planning period based on newly completed field assessments because of the upcoming wave of aging infrastructure.

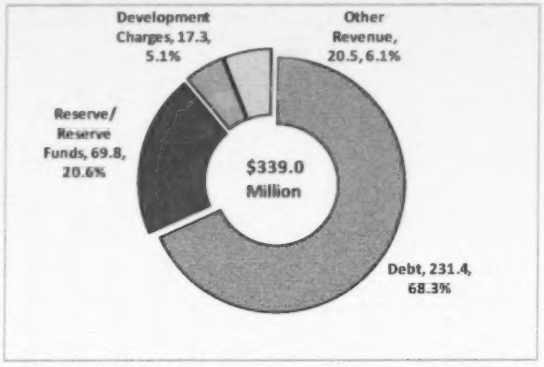
- When excluding rehabilitation on the Gardiner, SOGR backlog for remaining transportation infrastructure is anticipated to increase from $426 million in 2014 to $1.1 billion in 2024.

- Transportation Services undertook condition assessments of local road capital infrastructure and determined that approximately $125.0 million of SOGR funding was required for the rehabilitation needs of local roads, supporting the need to add $155 million in funding for Local Road Rehabilitation projects in the 2015 – 2024 Capital Budget and Plan.
- The increase in backlog for these asset categories results from the City's aging infrastructure, more than half of the almost 4,500 lane-kms of arterial roads in the City were constructed during the period between the early 1960s and late 1970s. Presently, Transportation Services is addressing infrastructure needs for those streets built in the 1950s.
- Although many roads in the City have been resurfaced once, some twice, there are still many roads in the system that are in need of resurfacing within the next 15 years. Otherwise, if left unattended, there will be an increased demand for reconstruction, which costs approximately 3.5 times more than resurfacing.
- This highlights the benefit of investing in road resurfacing prior to deterioration of road conditions, which will extend the useful life of this infrastructure and limit ongoing, more expensive road reconstruction requirements.
- Also as a result of these condition assessments, $40.000 million has been added in SOGR funding for Sidewalks in the 2015 – 2024 Capital Budget and Plan.
- In 2015, Transportation Services in consultation with Financial Planning will continue to develop a long term strategy to address Transportation Services' SOGR backlog. As part of this review, Transportation Services will continue to update condition assessments of existing capital infrastructure, incorporating any required updates to current backlog value levels.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $339.0 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Health & Safety ($14.0 million, 4.1%)*
  - Primarily for Signal Major Modifications and New traffic Control Signals.
- *State of Good Repair (SOGR) ($237.5 million, 70.1%)*
  - Significant SOGR funding for the F.G. Gardiner Expressway and major / local road rehabilitation projects.
- *Service Improvements ($23.9 million, 7.0%)*
  - Cycling Infrastructure work, Advanced Traffic Signal Controls installations and Traffic Control – RESCU.
- *Growth ($63.6 million, 18.8%)*
  - Traffic Congestion Management project, Six Points Interchange Redevelopment project and Work for TTC and Others projects (construction, reconstruction, etc.).

The 2015 Capital Budget is financed primarily by:

- *Debt ($231.4 million, 68.3%)*
  - Includes increased investment above the original debt guideline for 2015 by $18.600 million primarily provide funding for Interim Rehabilitation of Roads and Sidewalks.
- *Reserve and Reserve Funds ($69.8 million, 20.6%)*
  - Primarily for SOGR work on the F.G. Gardiner expressway and major road rehabilitation. Reserve funding also for Bike Plan projects and neighbourhood improvement projects.
- *Development Charges ($17.3 million, 5.1%)*
  - Development Charge funding has been maximized for eligible projects.
- *Other Revenues ($20.5 million, 6.1%)*
  - For example, Section 37 funding dedicated to traffic control signal installation and construction of local road projects, and funding from TTC for its track replacement work on the City's right of ways.

Waterfront Revitalization Initiative

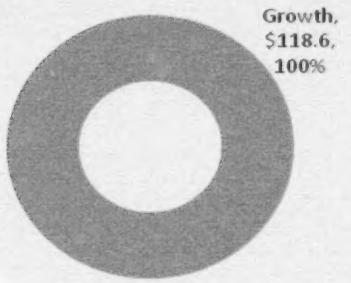
2015 – 2024 Capital Budget and Plan Overview

The revitalization of Toronto's Waterfront is a 25 to 30 year project, in coordination with the three orders of government that will leverage an investment of $1.5 billion ($500 million City share) to provide funding for projects that focus on public investment in infrastructure, roads, parks and public spaces, community facilities, brownfield remediation, and building sustainable communities.

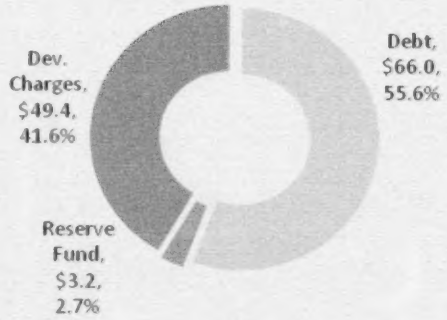
The 2015–2024 Capital Budget and Plan provides $118.567 million in funding for Growth Related projects that will improve Union Station with the addition of a second subway platform, proceed with precinct implementation in the West Don Lands and East Bayfront, and invest in transportation initiatives in the Waterfront.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Port Lands Acceleration Initiative:
  - Completed cost estimates to reflect final proposed configurations for flood protection and infrastructure works in the Lower Don;
  - Created high-level planning framework for the Port Lands consistent with the Central Waterfront Secondary Plan; and
  - Completed business case for flood protection to support funding discussions with Federal and Provincial governments.
- Billy Bishop Toronto City Airport:
  - Proposed caps and phasing framework for reviewing Porter's proposal to introduce jet-powered aircraft at the BBTCA;
  - Commenced Bathurst Quay Precinct Plan; and
  - Monitored the Toronto Port Authority master plan, runway design and EA studies.
- Gardiner East EA
  - Completed review of the four alternatives identified in the Gardiner East EA (Jarvis to DVP); and
  - Commenced further analysis on a hybrid alternative, opportunities to optimize the preferred alternative and potential economic impacts.
- Next Phase of Waterfront Revitalization:
  - Proposed strategic review of waterfront revitalization issues and commended review
- Other:
  - Commenced Design/Build process to be carried out by Build Toronto to complete the Fort York Pedestrian/Cyclist Bridge;
  - Queens Quay Revitalization: completed rebuild of TTC track, installation of Spadina loop, landscaping and reinstatement of 509 LRT Service.

Key Challenges & Priority Actions

Next Phase of Waterfront Revitalization – Waterfront Toronto's $1.500 billion tri-government investment is projected to be spent by the year 2020. Additional funding beyond the initial investment will be required to continue development on waterfront revitalization.

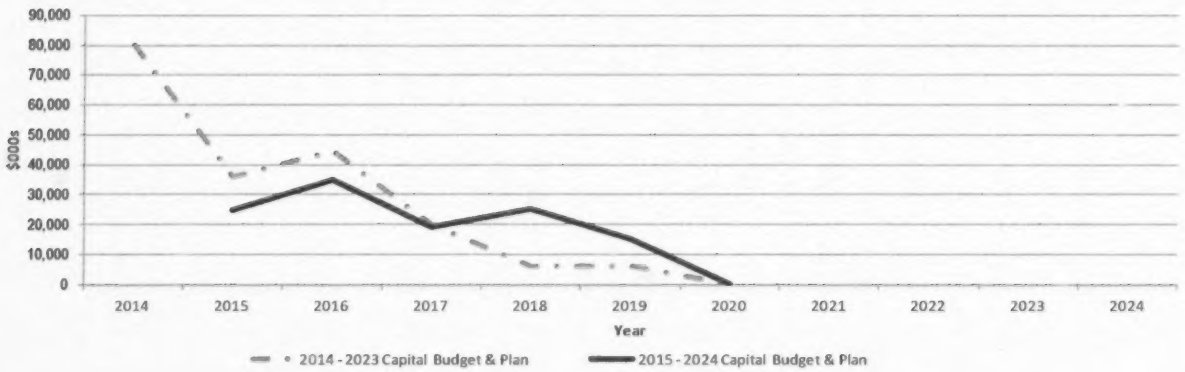
- ✓ The 2015 Capital Budget includes $5.0 million to begin design and engineering work related to a priority project for the next phase of waterfront revitalization, the *Lower Don Flood Protection* project.
- ✓ The City Manager and Deputy City Manager Cluster B will be reporting to Council in the second quarter of 2015 on the Strategic Review related to the next phase of Waterfront Revitalization including:
  - The need for stable long term funding commitments;
  - Ability to leverage existing government funding tools and programs;
  - Contributions from private land owners; and
  - The City's funding capacity over and above the amounts made available through development charges.

2015 Capital Budget Highlights

The 2015 Capital Budget for the Waterfront Revitalization Initiative of $31.436 million, including carry forward funding, will:

- Improve *Union Station* ($3.752 million) through the addition of a second subway platform and concourse improvements;
- Proceed with the *Precinct Implementation Projects* ($13.424 million) which will revitalize Queens Quay and further develop infrastructure in the West Don Lands and East Bayfront;
- Invest in *Transportation Initiatives* ($4.494 million) for the Fort York Pedestrian and Cycle Bridge; and
- Provide funding for Lower Don Flood Protection ($5.0 million) to begin design and engineering.

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	80,252	35,959	44,636	20,012	6,205	6,300	244					193,608
2015 - 2024 Capital Budget & Plan		24,711	34,620	19,155	24,925	14,956	200					118,567
Change %		(31.3%)	(22.4%)	(4.3%)	301.7%	137.4%	(18.0%)					(38.8%)
Change $		(11,248)	(10,016)	(857)	18,720	8,656	(44)					(75,041)

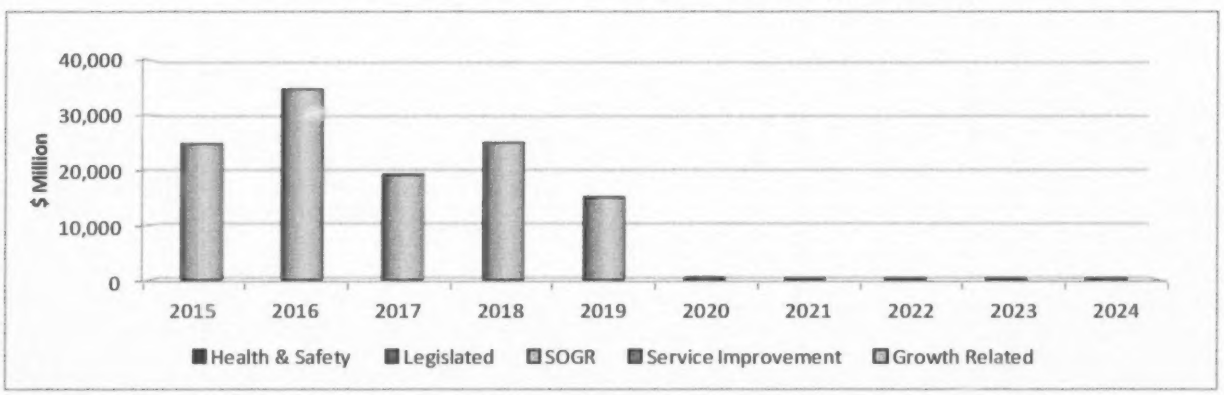
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost*
Total Expenditures by Category													
Growth Related													
Toronto Waterfront Revitalization Initiative													
East Bayfront Environmental Reserve	*N/A*				10,000							**10,000**	10,000
Lower Don Lands Flood Protection - Design & Engineering	*N/A*	5,000										**5,000**	5,000
Precinct Implementation Projects													
Queens Quay Revitalization	66,876	3,627										**3,627**	70,503
East Bayfront Transit	3,598	1,815	1,000	9,000								**11,815**	15,413
East Bayfront	94,698	2,589	18,263	3,759								**24,611**	119,309
West Don Lands	39,791	2,393	1,105	1,796	170	200	200					**5,864**	45,655
Precinct Planning Studies	2,329	1,259	171									**1,430**	3,759
Sports Fields & Facilities & Parks Development													
Regional Sports Centre	*N/A*			4,000	14,155	14,156						**32,311**	32,311
Strategic Review	*N/A*	400										**400**	400
Technical Studies	5,762	538										**538**	6,300
Transportation Initiatives													
Fort York Pedestrian Bridge	3,419	4,494	13,481									**17,975**	21,394
Union Station	56,287	1,752										**1,752**	58,039
Urban Planning Resources	1,326	270										**270**	1,596
Waterfront Project Secretariat	5,005	574	600	600	600	600						**2,974**	7,979
Sub-Total	**279,092**	**24,711**	**34,620**	**19,155**	**24,925**	**14,956**	**200**					**118,567**	**397,659**
Total Expenditures by Category	**279,092**	**24,711**	**34,620**	**19,155**	**24,925**	**14,956**	**200**					**118,567**	**397,659**

**Life to Date approved cash flows and Total Project Costs only reflect the City of Toronto funded portion of the above projects*

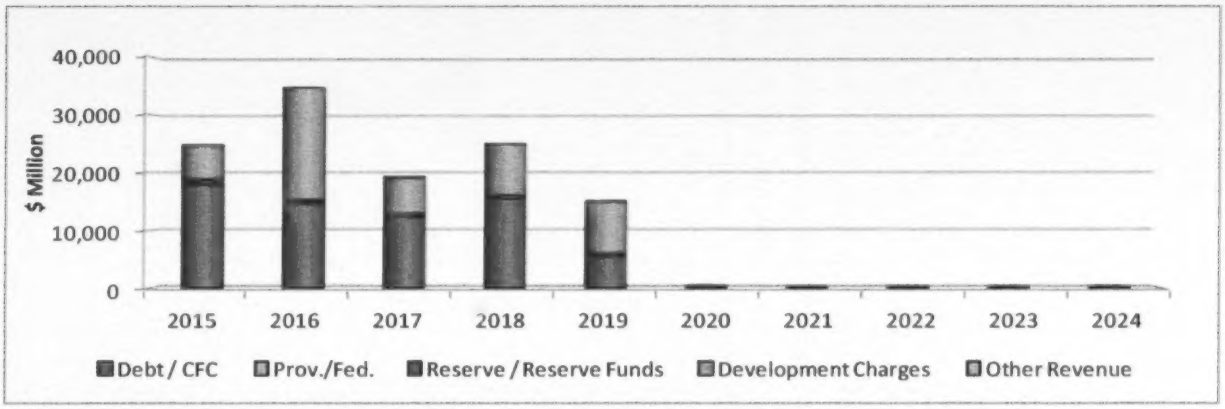
Chart 2
2015 – 2024 Capital Plan by Project Category (In $000s)



As illustrated in the chart above, the 10-Year Capital Plan for the Waterfront Revitalization Initiative of $118.567 million provides funding entirely for Growth Related projects over the 10-year period.

- The entire allocation of funding dedicated to Growth Related projects is consistent with the Waterfront Revitalization Initiative's objective to transform Toronto's waterfront, representing the largest urban redevelopment project currently underway in North America.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $118.567 million will be financed by the following sources:

- Debt, which accounts for $65.963 million or 55.6% of the financing over the 10-year period.
  - Debt funding is below the 10-year debt guideline of $70.406 million allocated to the Program by $4.443 million.
  - The Capital Program is below the debt target as a result of increasing the use of Development Charge funding based on the development charge funding eligibility of projects included in the 2015 – 2024 Capital Budget and Plan.
- Development Charges represent $49.360 million or 41.6% of funding for the 10-Year Capital Plan.
  - As noted previously, 100% of the Waterfront Revitalization Initiative's Capital Program supports Growth Related projects. These projects have been reviewed to ensure that development charge funding is applied to fullest extent based on project eligibility and funding availability under rates approved as part of the 2013 Development Charge By-law.
- Reserve Funds constitute the remaining $3.244 million or 2.7% of funding for the 10-Year Capital Plan.
  - These funds will be drawn from the Strategic Infrastructure Partnership Reserve Fund, which supports the costs associated with the Waterfront Project Secretariat.

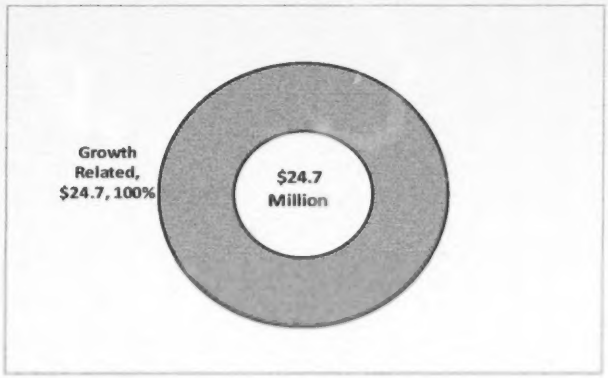
Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Parks, Forestry and Recreation			2,055.0	28.8			1,125.0	15.8	4,385.9	61.4	7,565.9	106.0	7,565.9	106.0
Toronto Water					340.0	3.0	240.0	2.0			580.0	5.0	580.0	5.0
Transportation Services	103.2		191.1		27.7		6.2		3.8		332.0		332.0	
Solid Waste Management	5.2								11.1		16.3		16.3	
Total (Net)	**108.4**		**2,246.1**	**28.8**	**367.7**	**3.0**	**1,371.2**	**17.8**	**4,400.8**	**61.4**	**8,494.2**	**111.0**	**8,494.2**	**111.0**

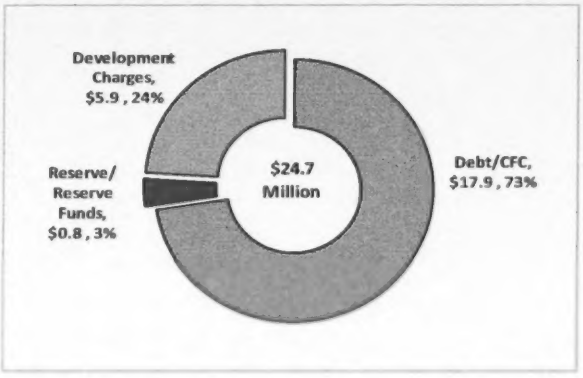
The 10-Year Capital Plan will increase future year Operating Budgets for four City Programs by a total of $8.494 million net over the 2015 – 2024 period. Approved positions will increase by 111.0 over the 10-year time frame for Toronto Water and Parks, Forestry and Recreation.

- **Parks, Forestry and Recreation (PF&R)** - Over the 10-year period, $7.566 million net and 106.0 seasonal positions will be required to maintain proposed new parks and recreation facilities that are to be delivered through the Waterfront Revitalization Initiative.
- **Solid Waste Management (SWM)** - $0.05 million net has been provided in SWM's 2015 Operating Budget for garbage and recycling bins in the West Don Lands. $0.011 million net is anticipated in future years for additional garbage and recycling bins in the West Don Lands, East Bayfront, and Foot of Yonge Street Park.
- **Toronto Water** is anticipated to require $0.340 million net and 3 permanent positions in 2017; and $0.240 million net and 2 permanent positions in 2018 to support infrastructure in East Bayfront and West Don Lands.
- **Transportation Services** - $0.103 million net has been provided in Transportation Services' 2015 Operating Budget to cover operations and maintenance costs arising from Waterfront roads and roadside projects. Over the 10-year period, $0.332 million net will be required to maintain proposed new roads that are to be delivered through the Waterfront Revitalization Initiative

2015 Capital Budget by Project Category ($Millions)



2015 Capital Budget by Funding Source ($Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $24.711 million.

The 2015 Capital Budget expenditures are allocated entirely to Growth Related project:

- *Growth ($24.711 million, 100%)*
  - In 2015, Growth projects continue to drive the Waterfront Revitalization Initiative's Capital Budget.
  - Excluding funding to be carried forward from 2014, $10.424 million has been approved to support the continued development of *Precinct Implementation Projects;*
  - $5.000 million will fund design and engineering work for the *Lower Don Flood Protection* project; and
  - $4.494 million will be utilized for *the Fort York Pedestrian Bridge* project that is anticipated to be completed by the end of 2016.

The 2015 Capital Budget is financed primarily by:

- *Debt ($17.940 million, 72.6%)*
  - Debt financing is $3.316 million above the debt guideline of $14.624 million set for this Program in 2015; however the Program is under the debt guideline by $4.443 million over the 10-year period.
  - The Program is above the debt target in 2015 primarily as a result of introducing new projects in 2015 that are utilizing unused total projects costs approved but not spent in prior years.
- *Development Charges ($5.927 million, 24.0%)*
  - Development Charges funding has been maximized in 2015 based on the eligible growth component of capital projects and the availability of funds within the current rates and development activity.
- *Reserve Funds ($0.844 million, 3.4%)*
  - The Strategic Infrastructure Partnership Reserve Fund supports the remaining costs that are associated with the Waterfront Project Secretariat.

Operating & Capital Budget Summaries for City Programs and Agencies:

Internal and Financial Services

311 Toronto

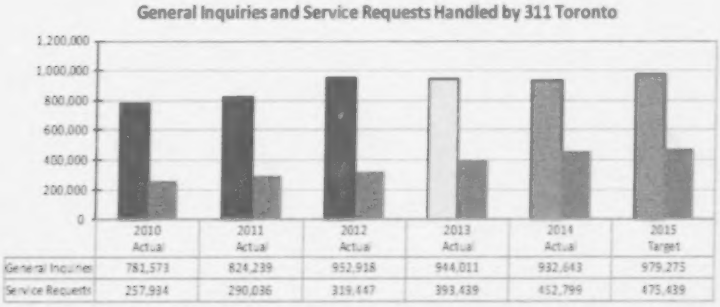
2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $18.920 million gross and $10.591 million net as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	17,800.6	18,920.4	1,119.7	6.3%
Gross Revenues	7,515.6	8,329.9	814.3	10.8%
Net Expenditures	**10,285.0**	**10,590.5**	**305.5**	**3.0%**

Through on-going operational efficiencies and a line-by-line review, 311 Toronto was able to reduce the impact of pressures pertaining to cost of living increases for staff salaries and benefits and sustainment costs to maintain integrated systems, reflecting a 3.0% or $0.306 million net increase from 2014 in order to address the increased service demands as 311 call volumes and complexity continue to rise. 311 Toronto continually strives to incorporate efficiencies within its processes to ensure resources are optimally utilized.

Trends:



2015 Operating Budget Overview

311 Toronto is the preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week.

Fast Facts

- 110 full-time equivalent Customer Service Representatives support the 311 service.
- Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7.
- In 2014, 311 handled 932,643 general inquiries and initiated 452,799 service requests. Total contacts were 1,385,442.

- Total contacts increased by 4% in 2014 when compared to 2013 and 33% when compared to 2010.
- Estimated growth for customer contacts for 2015 is 5% as residents become increasingly familiar with services provided by 311 and the anticipated 2015 Pan Am Games
- In 2014, 65% of all calls were answered within 75 seconds with an average talk time of 299 seconds per call.

2014 Key Service Accomplishments

- Expanded the Twitter channel to 24/7.
- Handled a 15% increase in service requests (received via phone).
- Recruited and trained 28 new part-time Customer Service Representatives.
- Handled over 11,000 calls on Election Day.
- Promoted 311 Toronto at Environment Days held in each Ward from April 1 to July 31, 2014.
- Established a messaging process for unplanned events, such as storms with Toronto Hydro & Toronto Water to provide up to date information to callers.
- Completed business process reviews and business requirements for pending integration with Municipal Licensing & Standards (ML&S), Solid Waste Management Services, and Parks Enforcement.
- Provided training to all Contact Centre staff on the Lagan Upgrade changes; provided technical training to newly hired contact centre staff.
- Established speech analytics trending reports.
- Completed business studies for Revenue Services, ML&S, Toronto Public Health, Toronto Building, with the intentions of highlighting opportunities for efficiencies.
- Completed discovery session for Court Services, Phase II.
- Completed discovery session with Revenue Services for possible integration opportunities.

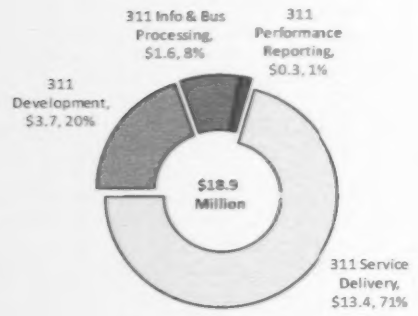
Our Service Deliverables for 2015

311 Toronto is responsible for providing non-emergency municipal information and services on a 24/7 basis. The 2015 Operating Budget will:

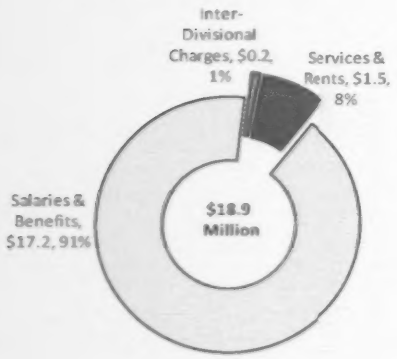
- Complete 70% of contacts at first point of contact and transferring less than 30% of all contacts to other Programs and Agencies.
- Log and track 100% of all 311 initiated complaints and all service requests.
- Ensure 100% of the information by Program is posted to the 311 Knowledge base in a timely and accurate manner.
- Enhance the use of speech analytics to drive efficiencies and increase customer satisfaction.
- Improve access to online services by moving customers to lower cost channels and continue to support the open data initiative by posting 311 reports on-line.
- Plan for the end of lifecycle replacement of servers, hardware and software to ensure the continuity of the 311 Contact Centre Operations through the 10-Year Capital Budget and Plan.

Where the money goes:

2015 Budget by Service
$18.9 Million

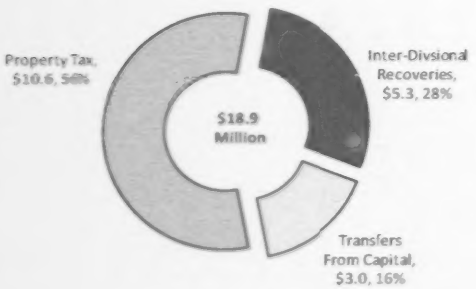

311 Info & Bus Processing, $1.6, 8%
311 Performance Reporting, $0.3, 1%
311 Development, $3.7, 20%
$18.9 Million
311 Service Delivery, $13.4, 71%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

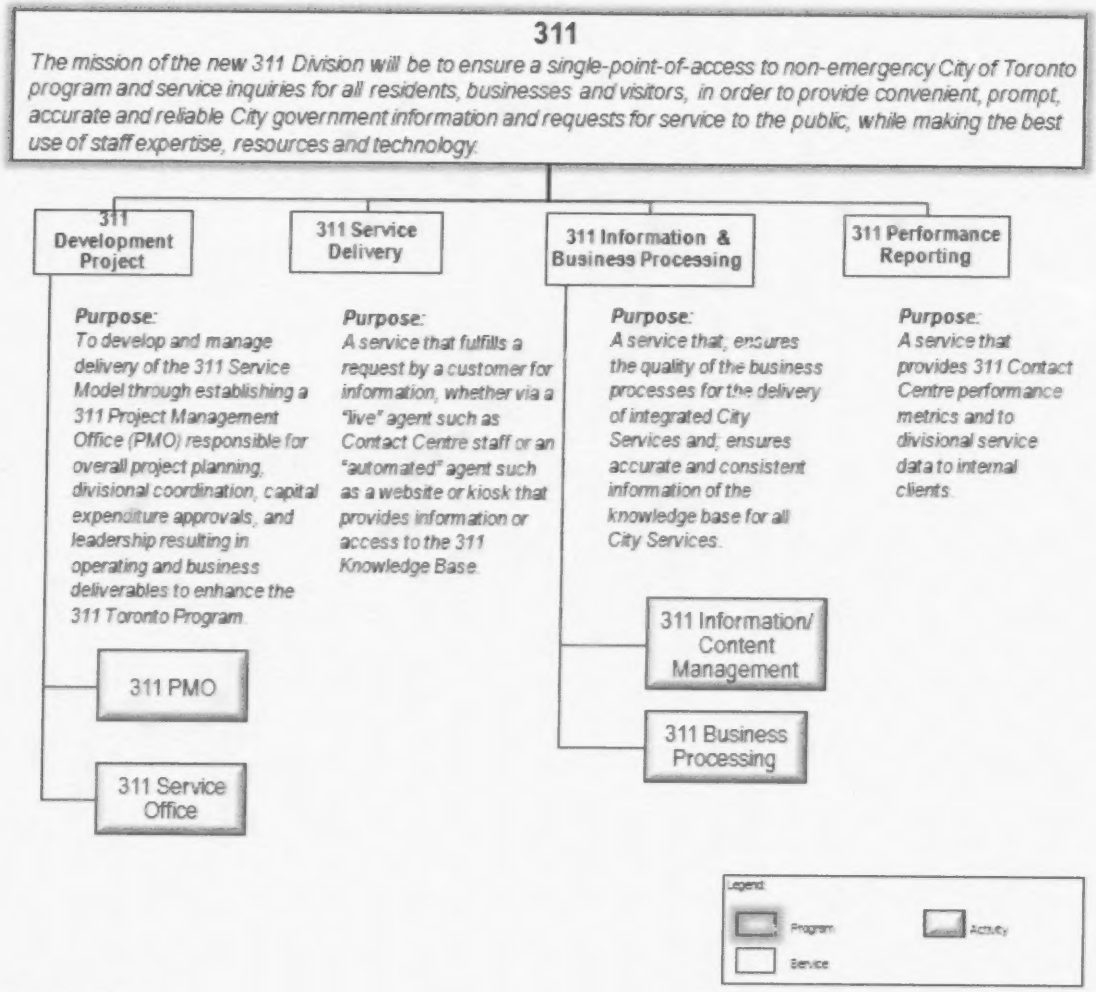
- 311 continues to experience an increase in total contacts along with an increased complexity when it comes to the nature of these contacts. As complexity rises, so does the time spent on each call or handle time.
  - ✓ Implementing initiatives that better anticipate scheduling requirements, focus on quality management as a tool to coach staff in minimizing handle time, and re-structure the call escalation process.
- With weather becoming increasing volatile, a key challenge for 311 will focus on how to better prepare and respond effectively to unplanned weather and peak demand events.
  - ✓ Develop a part time availability form that increases flexibility when scheduling shifts to meet increased contact volumes. Continue to develop partnerships with entities such as Toronto Hydro, to ensure accurate and timely information is communicated to callers at the first point of contact.

2015 Operating Budget Highlights

The 2015 Operating Budget of $18.920 million gross and $10.591 million net, which is $0.306 million net or 3.0% over the 2014 Approved Net Operating Budget provides funding for the following:

- ✓ Salary and benefit increases due to cost of living allowance, progression pay and step for staff ($0.965 million).
- ✓ The annualization cost related to the full year impact of sustainability resources ($0.216 million).
- ✓ Base savings identified through a line by line expenditure review ($0.179 million), reduced benefit costs through betting scheduling ($0.300 million) and service efficiencies found through leveraging Corporate I&T resources for systems sustainment ($0.136 million).

Program Map


311
The mission of the new 311 Division will be to ensure a single-point-of-access to non-emergency City of Toronto program and service inquiries for all residents, businesses and visitors, in order to provide convenient, prompt, accurate and reliable City government information and requests for service to the public, while making the best use of staff expertise, resources and technology.
311 Development Project
311 Service Delivery
311 Information & Business Processing
311 Performance Reporting
Purpose:
To develop and manage delivery of the 311 Service Model through establishing a 311 Project Management Office (PMO) responsible for overall project planning, divisional coordination, capital expenditure approvals, and leadership resulting in operating and business deliverables to enhance the 311 Toronto Program.
Purpose:
A service that fulfills a request by a customer for information, whether via a "live" agent such as Contact Centre staff or an "automated" agent such as a website or kiosk that provides information or access to the 311 Knowledge Base.
Purpose:
A service that, ensures the quality of the business processes for the delivery of integrated City Services and; ensures accurate and consistent information of the knowledge base for all City Services.
Purpose:
A service that provides 311 Contact Centre performance metrics and to divisional service data to internal clients.
311 PMO
311 Service Office
311 Information/ Content Management
311 Business Processing
Legend:
Program
Activity
Service

Service Customer

311 Development Project
- City Divisions

311 Service Delivery
- Contact Customer

311 Information & Business Processing
- City Divisions
- Federal
- Provincial
- Special Purpose Bodies
- Not-for-Profit / NGOs

311 Performance Reporting
- Council
- City Manager
- City Divisions
- Toronto Water
- Solid Waste Management
- Transportation Services
- Municipal Licensing and Standards
- Urban Forestry

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget			2015 vs. 2014 Budget		Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	Base	New/Enhanced	Budget	Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
311 Development											
Gross Expenditures	3,131.5	1,931.9	3,713.4		3,713.4	581.9	18.6%	(465.6)	(12.5%)		
Revenue	2,469.3	1,296.7	3,036.3		3,036.3	567.0	23.0%	(477.1)	(15.7%)		
Net Expenditures	662.2	635.2	677.1		677.1	14.9	2.2%	11.5	1.7%		
311 Service Delivery											
Gross Expenditures	13,060.2	13,657.4	13,381.0		13,381.0	320.8	2.5%	178.2	1.3%	146.4	1.1%
Revenue	5,046.3	5,046.5	5,293.6		5,293.6	247.3	4.9%	140.3	2.7%	144.0	2.7%
Net Expenditures	8,013.9	8,610.9	8,087.4		8,087.4	73.6	0.9%	37.9	0.5%	2.4	0.0%
311 Information & Business Processing											
Gross Expenditures	1,372.8	877.9	1,550.2		1,550.2	177.4	12.9%	9.3	0.6%		
Revenue											
Net Expenditures	1,372.8	877.9	1,550.2		1,550.2	177.4	12.9%	9.3	0.6%		
311 Performance Reporting											
Gross Expenditures	236.1	157.3	275.8		275.8	39.7	16.8%	1.7	0.6%		
Revenue											
Net Expenditures	236.1	157.3	275.8		275.8	39.7	16.8%	1.7	0.6%		
Total											
Gross Expenditures	17,800.6	16,624.6	18,920.4		18,920.4	1,119.7	6.3%	(276.3)	(1.5%)	146.4	0.8%
Revenue	7,515.6	6,343.2	8,329.9		8,329.9	814.3	10.8%	(336.8)	(4.0%)	144.0	1.8%
Total Net Expenditures	10,285.0	10,281.4	10,590.5		10,590.5	305.5	3.0%	60.5	0.6%	2.4	0.0%
Approved Positions	179.5	163.0	182.0		182.0	2.5	1.4%	(3.8)	(2.1%)		

The 311 Toronto's 2015 Total Operating Budget is $18.920 million gross and $10.591 million net. The Net budget increased by $0.306 million or 3.0% due to the following:

- The year over year net increase arises primarily from contractually obligated salary and benefit adjustments for cost of living allowance common across all services within 311 Toronto.
- In order to mitigate the above pressures, the 2015 service changes for 311 Toronto consists of base expenditures changes of $0.179 million through a line by line expenditure review across all services, reduced benefit costs of $0.300 million through better scheduling in Contact Centre, and service efficiency savings of $0.136 million through a deletion of a vacant position related to the sustainment of integrated systems as a reduction strategy, for a total of $0.615 million, mainly in 311 Information & Business Processing and 311 Performance Reporting services.
- As a result, 311 Toronto's 2015 Budget reflects an increase of 3.0% or $0.306 million net from 2014 in order to address the increased service demands as 311 call volumes continue to rise with complexity of calls being greater.
- The division is continually looking for ways to implement efficiencies within its business processes and strives to achieve optimal utilization of resources.
- The 2016 and 2017 plans are attributable to progression pay and step increases. It is noted that no cost of living allowance is included in 2016 which is a collective bargaining year.

Table 3

2016 and 2017 Plan by Program

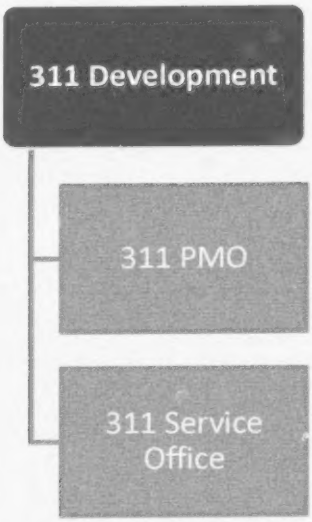
Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Step Increases	207.2	149.0	58.2	0.5%		144.0	144.0			
Interdepartmental Charges	2.3		2.3	0.0%		2.4		2.4	0.0%	
Sub-Total	209.5	149.0	60.5	0.6%		146.4	144.0	2.4	0.0%	
Total Incremental Impact	209.5	149.0	60.5	0.6%		146.4	144.0	2.4	0.0%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Future year incremental costs include progression pay and step increases only. It is noted that no cost of living allowance is included in 2016 which is a collective bargaining year.

311 Development



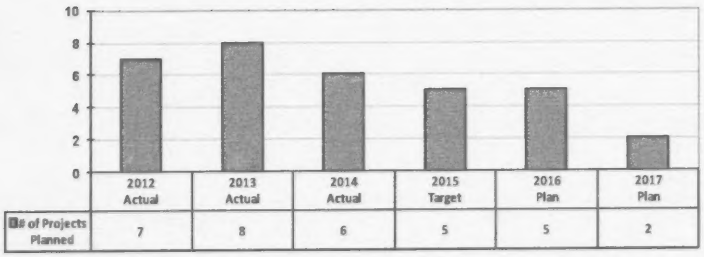
What We Do

- Develop and manage delivery of the 311 Service Model through the 311 Project Management Office (PMO) on time, on budget and within scope.
- Responsible for overall leadership in project planning, divisional coordination, and capital expenditure approvals in order to ensure business deliverables are met and enhance the 311 Toronto Program.
- Provides stakeholders insight on the number of new initiatives that are being planned for implementation through the Capital Budget.

2015 Service Budget by Activity ($000s)

Service by Funding Source ($000s)

Number of Projects Planned



- Council decided in 2011 to stop any new future integration past 2013.
- 2014/15 includes the final integration in progress of payments and registrations for City's services.
- From 2016 onwards, new service improvements and integrations are included in the 2015 - 2024 Capital Budget and Plan.

2015 Service Levels

311 Development Service

Activity	Status	Approved Service Levels 2012	2013	2014	2015
% of Projects Completed on Time (Schedule)	Approved		100%		100%
	Actual	39%	61%	57%	
% of Projects Completed within Budget	Approved		100%		100%
	Actual		100%		
% of Projects Completed within Scope	Approved		100%		100%
	Actual		100%		

The 2015 Service Levels are consistent with the 2014 Approved Service Levels for 311 Development Service which is responsible for overall capital project planning, capital expenditure approvals, and leadership resulting in operating and business deliverables to enhance the 311 Toronto program.

Table 6

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget $	%	Incremental Change 2016 Plan $	%	2017 Plan $	%
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Project Mgmt Office	3,131.5	3,768.3	(54.9)	3,713.4	581.9	18.6%		3,713.4	581.9	18.6%	(465.6)	(12.5%)		
Total Gross Exp.	3,131.5	3,768.3	(54.9)	3,713.4	581.9	18.6%		3,713.4	581.9	18.6%	(465.6)	(12.5%)		
REVENUE														
311 Project Mgmt Office	2,469.3	3,036.3		3,036.3	567.0	23.0%		3,036.3	567.0	23.0%	(477.1)	(15.7%)		
Total Revenues	2,469.3	3,036.3		3,036.3	567.0	23.0%		3,036.3	567.0	23.0%	(477.1)	(15.7%)		
NET EXP.														
311 Project Mgmt Office	662.2	732.0	(54.9)	677.1	14.9	2.2%		677.1	14.9	2.2%	11.5	1.7%		
Total Net Exp.	662.2	732.0	(54.9)	677.1	14.9	2.2%		677.1	14.9	2.2%	11.5	1.7%		
Approved Positions	28.3	32.0	(0.4)	31.6	3.3	11.7%		31.6	3.3	11.7%	(3.8)	(11.9%)		

The ***311 Development Service*** is to manage and implement the capital projects that are being planned for through the Capital Program of 311 Toronto.

The 2015 Operating Base Budget of $3.713 million gross and $0.677 million net is $0.015 million or 2.2% over the 2014 Approved Net Budget.

- Key cost drivers include the contractually obligated cost of living allowance, progression pay and associated benefit increases, for a total of $0.070 million.
- In order to offset the above pressures, the 2015 service changes for the Project Management Office (PMO) consists of base expenditures changes of $0.031 million attributable to a line by line review and service efficiency savings of $0.024 million related to the synergies of Corporate I&T sustainment resources.
- The 2015 – 2024 Capital Budget and Plan will result in a requirement of 3.75 new temporary capital project delivery positions being included in 2015 to develop a *Channel and Counter Strategy*. The salary and benefit costs of $0.486 million associated with these temporary staff will be fully recovered from the 2015 Capital Budget.

311 Service Delivery

311 Service Delivery

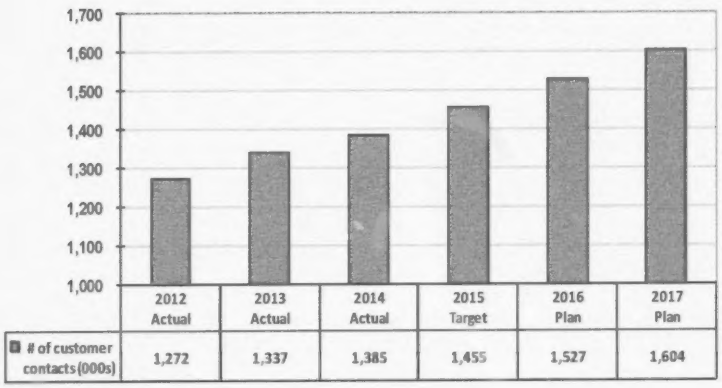
What We Do

- Provide quality customer service to residents, businesses and visitors requesting information and services. The public can access 311 through a variety of channels such as a "live" agent at the Contact Centre, email, fax, mail, website and smart phone. The types of requests can be classified as general inquiries or service requests generated.

2015 Service Budget by Activity ($000s)

Service by Funding Source ($000s)

Number of Customer Contacts (000s)



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
# of customer contacts (000s)	1,272	1,337	1,385	1,455	1,527	1,604

- Total number of contacts reached 1,385,442 for 2014 representing a 3.6% increase over 2013.
- Coordinated integrations with other city divisions, weather related events, repeat customers after experiencing quality interactions, and the overall advertising of 311 services on City vehicles, facilities and stationary has contributed to the increased contacts.
- In 2015, the number of customer contacts is anticipated to be 5% higher than 2014. The 2015 Pan Am and Para Pan Am Games is anticipated to result in peak calls in the period leading up to and during the Games.
- It is anticipated that the number of customer contacts to 311 Contact Centre will increase by 5% each year for 2016 and 2017.

2015 Service Levels

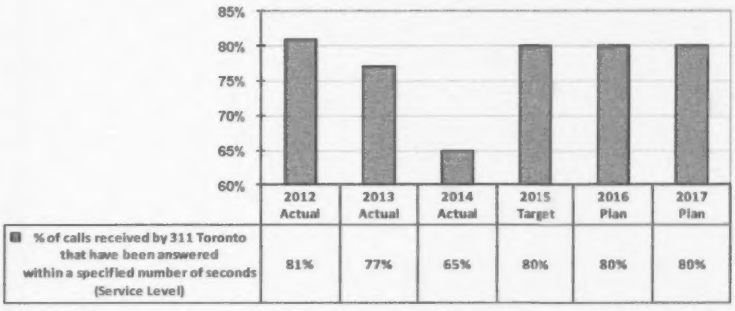
311 Service Delivery

Activity	Status	Approved Service Levels 2012	2013	2014	2015
% of Calls received by 311 Toronto that have been answered within approved service standards (75 secs)	Approved	80%	80%	80%	80%
	Actual	81%	78%	65%	
% of Customer Contacts resolved at first point of contact (First Contact Resolution Rate)	Approved	70%	70%	70%	70%
	Actual	73%	72%	74%	
Average speed of answer - The avearge time it takes (in seconds) before a call is answered before the up-front recording / IVR	Approved	120	120	120	120
	Actual	38	60	95	
Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time (Average Handling Time for Customer Contacts) *Wrap up time was not tracked prior to 2014	Approved	151*	270	270	270
	Actual	241	277	299	

311 has increasingly experienced calls that are of a more complex nature and that involve more than one issue per call. Currently, one call is tallied as one contact where in fact more than one issue is dealt with on that call. The real increase to call volumes would be much higher when measured on an issue resolved basis. The Program is currently looking at options that would enable tracking of these multiple resolution calls, thereby reflecting a true figure of contacts handled.

Service Performance

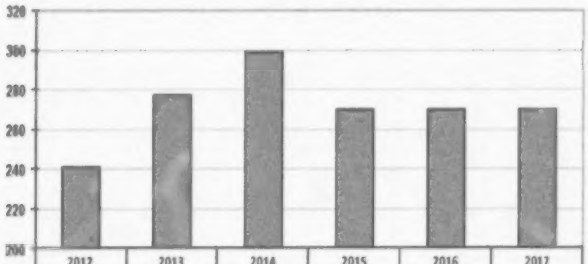
Efficiency Measure - % of calls received by 311 Toronto that have been answered within a specified number of seconds (Service Level)



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
% of calls received by 311 Toronto that have been answered within a specified number of seconds (Service Level)	81%	77%	65%	80%	80%	80%

- 311 experienced a service level of 65% in 2014. A key driver of this lower service level was the Toronto Ice Storm which carried its impact into early 2014. The 2014 Q4 service level achieved was 82%.
- Another key driver is that calls continue to become increasingly complex by spanning over a multitude of services that 311 Toronto provides. With services provided by 311 Toronto continuing to rise, the complexity will keep on rising.
- For 2015, 311 has already started to implement initiatives around scheduling, partnerships with other entities such as Toronto Hydro, and quality management to coach and better equip staff in handling complex calls.

Efficiency Measure - Average Handle Time For Customer Contacts In Seconds



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
Average Handle Time for Customer Contacts in seconds	241	277	299	270	270	270

- The average handle time is affected by the complexity of general inquiries and service requests. Generally, service requests take double the time of general inquiries to resolve. During 2014, 311 Toronto received 15% more service requests compared to 2013.
- Increased emails volumes which are even more costly and time consuming to resolve as it usually takes multiple correspondences, requiring clarifications, which can be up to three times longer than a general inquiry have increased by 17%.

Table 7

2015 Service Budget by Activity

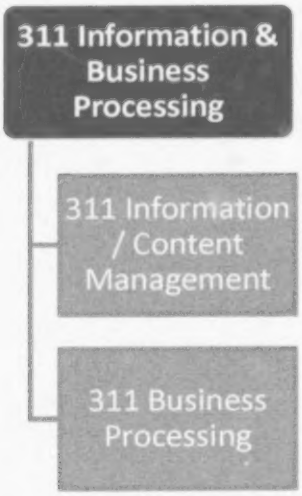
	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Service Delivery	13,060.2	13,726.9	(345.9)	13,381.0	320.8	2.5%		13,381.0	320.8	2.5%	478.2	3.6%	146.4	1.1%
Total Gross Exp.	13,060.2	13,726.9	(345.9)	13,381.0	320.8	2.5%		13,381.0	320.8	2.5%	478.2	3.6%	146.4	1.1%
REVENUE														
311 Service Delivery	5,046.3	5,293.6		5,293.6	247.3	4.9%		5,293.6	247.3	4.9%	140.3	2.7%	144.0	2.7%
Total Revenues	5,046.3	5,293.6		5,293.6	247.3	4.9%		5,293.6	247.3	4.9%	140.3	2.7%	144.0	2.7%
NET EXP.														
311 Service Delivery	8,013.9	8,433.3	(345.9)	8,087.4	73.6	0.9%		8,087.4	73.6	0.9%	337.9	4.2%	2.4	0.0%
Total Net Exp.	8,013.9	8,433.3	(345.9)	8,087.4	73.6	0.9%		8,087.4	73.6	0.9%	337.9	4.2%	2.4	0.0%
Approved Positions	135.7	135.7	(0.7)	135.0	(0.7)	(0.5%)		135.0	(0.7)	(0.5%)		0.0%		

The ***311 Service Delivery Service*** represents 71% of the 2015 Operating Budget for 311 Toronto and provides customer service through various channels including "live" Customer Service Representatives at the Contact Centre, email, fax, mail, website and smart phone.

The 2015 Operating Base Budget of $13.381 million gross and $8.087 million net is $0.074 million or 0.9% over the 2014 Approved Net Budget. The increase is necessary in order to address the increased demand for services as 311 call volumes continue to rise.

- Key cost drivers include the contractually obligated cost of living allowance, progression pay and associated benefit increases for staff working at the Contact Centre, for a total of $0.580 million.
- The increase in revenue budget of $0.247 million reflects the recoveries from inter-divisional for services provided to the public through 311 on behalf of other City Programs.
- To mitigate part of the budget pressures, as noted above, the 2015 service changes for 311 Service Delivery consists of service efficiency savings of $0.346 million mainly due to reduced benefit costs in Contact Centre through better implementing better scheduling initiatives and the synergy opportunities to leverage Corporate I&T regarding the sustainment resources.

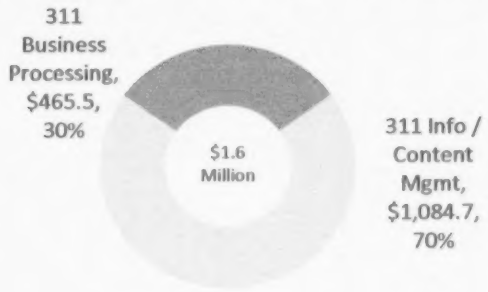
311 Information and Business Processing



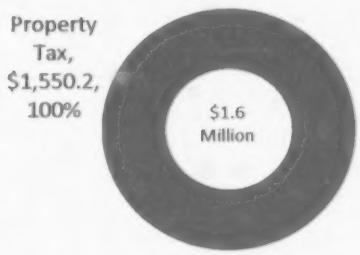
What We Do

- Ensure the quality of business processes for the delivery of integrated City services.
- Ensure accurate and consistent information contained in the knowledge base for all City services.

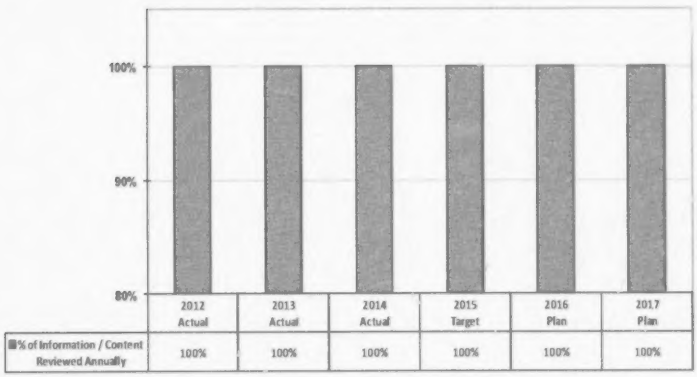
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



% of Information / Content Reviewed Annually



- The 311 Knowledge Base is a centralized repository for content about the City of Toronto's services and programs. This is the location for over 15,000 questions and answers that 311 has documented with collaboration from other City Programs.
- The Knowledge Base needs to be reviewed at least once annually to ensure that information is accurate and reliable.
- On average approximately 110 changes are made to the Knowledge Base in a day. Changes are made as new information is received from City Programs.

2015 Service Levels

311 Information and Business Processing Service

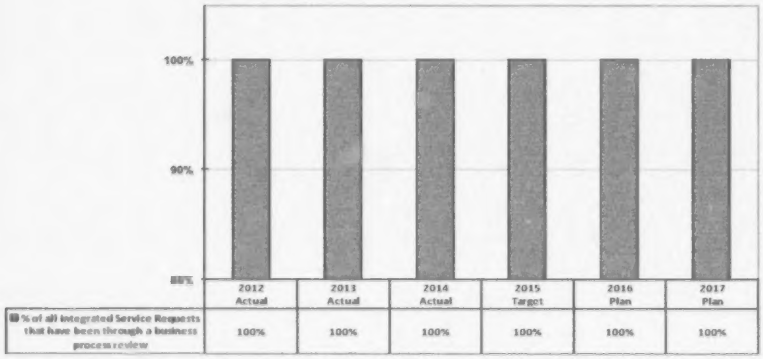
Activity	Status	Approved Service Levels 2012	2013	2014	2015
No. of days to fulfill knowledge base solution	Approved		5		5
% of Divisional Information/Content Creation	Approved		100%		100%
% of Information / Content Reviewed Annually	Approved		100%		100%

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Service Performance

311 Business Processing

Effectiveness Measure - % of All Integrated Services Requests that have been through a business process review



- Business process reviews ensure that all service requests available through 311 have been through a formal business process review exercise to ensure service quality with the applicable integrated division. Currently, approximately 600 types of service requests can be generated.

Table 8

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget $	%	Incremental Change 2016 Plan $	%	2017 Plan $	%
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Information/ Content Mgmt	1,048.2	1,206.8	(122.1)	1,084.7	36.5	3.5%		1,084.7	36.5	3.5%	6.9	0.6%		
311 Business Processing	324.6	524.9	(59.4)	465.5	140.8	43.4%		465.5	140.8	43.4%	2.4	0.5%		
Total Gross Exp.	1,372.8	1,731.7	(181.5)	1,550.2	177.3	12.9%		1,550.2	177.3	12.9%	9.3	0.6%		
REVENUE														
311 Information/ Content Mgmt														
311 Business Processing														
Total Revenues														
NET EXP.														
311 Information/ Content Mgmt	1,048.2	1,206.8	(122.1)	1,084.7	36.5	3.5%		1,084.7	36.5	3.5%	6.9	0.6%		
311 Business Processing	324.6	524.9	(59.4)	465.5	140.8	43.4%		465.5	140.8	43.4%	2.4	0.5%		
Total Net Exp.	1,372.8	1,731.7	(181.5)	1,550.2	177.3	12.9%		1,550.2	177.3	12.9%	9.3	0.6%		
Approved Positions	13.2	13.2	(0.1)	13.1	(0.1)	(0.8%)		13.1	(0.1)	(0.8%)				

The ***311 Information and Business Processing Service*** is to ensure the quality of the business processes for the delivery of integrated City services and ensure accurate and consistent information of the Knowledge Base for all City services.

The 2015 Operating Base Budget of $1.550 million gross and net is $0.177 million or 12.9% over the 2014 Approved Net Budget.

- The contractually obligated cost of living allowance, progression pay and associated benefit increases amount to $0.175 million common across both activities within this service.
- The annualization cost is associated with the full year impact of sustainment resources approved by Council during the 2014 Budget process to support the sustainability and configuration of the web, Business Intelligence reporting, Knowledge Base update and other integrated service enhancements. This cost has been added to the 311 Information / Content Management in the amount of $0.119 million and 311 Business Processing in the amount of $$0.065 million, for a total cost of $0.184 million. This service is to ensure accurate and consistent information contained in the Knowledge Base for all City services.
- In order to mitigate the above pressures, both activities have identified base expenditure reductions through a line by line expenditure review and service efficiency savings attributable to the synergies of Corporate I&T sustainment resources, for a total savings of $0.182 million.

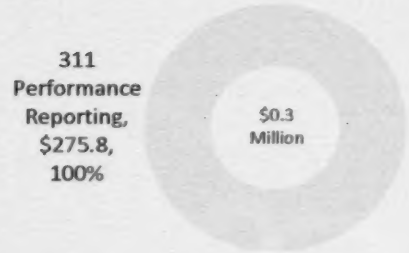
311 Performance Reporting

311 Performance Reporting

What We Do

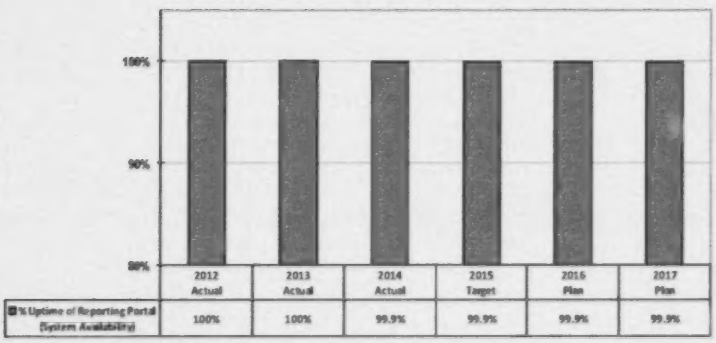
- Provide 311 performance metrics and divisional service data to internal clients.
- Enable service planners to measure availability of the Business Intelligence (BI) system by measuring system uptime and downtime during regular business hours, (i.e. Monday to Friday 8:30 am to 4:30 pm) and assess whether the BI system is able to fully meet the demand of end users.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

% of Uptime of Reporting Portal (System Availability)



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
% Uptime of Reporting Portal (System Availability)	100%	100%	99.9%	99.9%	99.9%	99.9%

- 311 Toronto has not experienced downtime in the Business Intelligence System since the launch of Phase 1 in late 2012.

2015 Service Levels

311 Performance Reporting

Activity	Status	Approved Service Levels 2012	2013	2014	2015
No. of Data Attributes Available	Approved	N/A	1,600	2,400	**N/A**
No. of Users Trained on BI Reporting Tool	Approved	130	174	250	**200**
	Actual	109	180	35	
No. of times viewed or consulted BI Portal	Approved	N/A	1,250	1,375	**7000**
	Actual	N/A	1,300	2,500	

Changes to 2015 Service Levels

- Discontinue the reporting of the number of data attributes available because the tracking does not add value from the service level perspective.
- The low actual performance for the number of users trained on Business Intelligence tool (BI) is due to new reports not becoming available as anticipated. A delay in rolling out Phase 2 of Internet Protocol Contact Centre (IPCC) occurred, as an assessment deemed that the server may become unstable. This delayed the launch of new reports therefore not as many users were required to be trained as anticipated.
- With the rollout of the Phase 2 of IPCC scheduled for 2015, training will occur once again. The number of times the BI portal is viewed and consulted is expected to increase to 7,000 visits per year as many more reports are expected to be in use.

Table 9

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Performance Reporting	236.1	308.2	(32.4)	275.8	39.7	16.8%		275.8	39.7	16.8%	1.7	0.6%		
Total Gross Exp.	236.1	308.2	(32.4)	275.8	39.7	16.8%		275.8	39.7	16.8%	1.7	0.6%		
REVENUE														
311 Performance Reporting														
Total Revenues														
NET EXP.														
311 Performance Reporting	236.1	308.2	(32.4)	275.8	39.7	16.8%		275.8	39.7	16.8%	1.7	0.6%		
Total Net Exp.	236.1	308.2	(32.4)	275.8	39.7	16.8%		275.8	39.7	16.8%	1.7	0.6%		
Approved Positions	2.4	2.4	(0.0)	2.3	(0.0)	(0.9%)		2.3	(0.0)	(0.9%)				

The ***311 Performance Reporting Service*** provides 311 performance metrics and divisional service data to internal clients.

The 2015 Operating Base Budget of $0.276 million gross and net is 0.040 million or 16.8% over the 2014 Approved Net Budget.

- Budget pressures are due to the annualization cost of $0.032 million associated with the full year impact of sustainment resources approved by Council during the 2014 Budget process to support the sustainability and configuration of the web, Business Intelligence reporting, Knowledge Base update and other integrated service enhancements.
- The contractually obligated cost of living allowance, progression pay and associated benefit increases amount to $0.040 million common across all services.
- In order to offset the above pressures, the 2015 service changes for this service consists of base expenditure reductions of $0.032 million through a line by line expenditure review.

311 Toronto

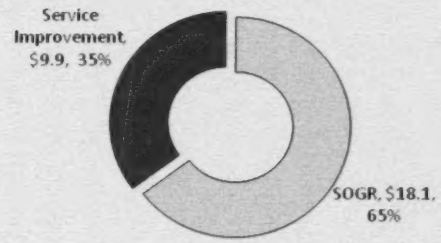
2015 – 2024 Capital Budget and Plan Overview

311 Toronto is the preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week. In order to deliver these services, the infrastructure and technology that support the highly complex contact centre and integrated system must operate without interruption. It is therefore essential that the various assets to support these services are maintained and replaced regularly based on their lifecycles.

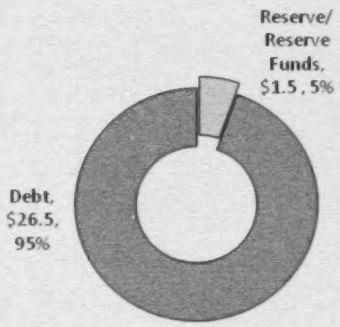
The 2015 – 2024 Capital Budget and Plan provides $27.975 million to fund State of Good Repair for server, hardware / software upgrades and Service Improvement projects that enable scheduling of court dates, rooms and other City appointments through Enterprise Scheduler, enhance online and 311 mobile capabilities, build platform and capabilities for the public to register and pay for selected City services through 311 starting with Revenue Services, document business requirements to leverage Toronto Building Service Portal to include Municipal Licensing and Standards and City Planning, and develop a Channel and Counter Strategy to implement the Service Efficiency Study recommendation.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- ✓ Launched the pilot online Booking Centre to allow users the ability to book rooms for City facilities online.
- ✓ Completed Business Process Reviews with multiple Programs to identify business requirements for the development of an Enterprise Scheduling tool. This will allow the public to schedule a program, training course, appointment or physical resource (room, equipment, etc) all through one easy process.
- ✓ Completed Business Requirement document capturing high-level business requirements that must be satisfied in the development and deployment of the Enterprise Scheduler solution.
- ✓ Established an Enterprise Scheduler Steering Committee for the development of an RFP for a solution and processes for the evaluation of "On Premise" versus "On Cloud" offering.
- ✓ Completed the Lagan Upgrade as part of the State of Good Repair (SOGR). This allows for improved system performance for the CSRs and new map functionality.
- ✓ Completed the audit of the 311 telephony system (CISCO) to identify system health and to prepare for an upgrade in 2015.
- ✓ Completed the business requirements for the upgrade of the 311 telephony system to be completed in 2015.
- ✓ Completed the business requirements for the upgrade of the 311 Workforce Management system to be completed in 2015.
- ✓ Expanded the online service offerings so that the public can request service for Toronto Animal Services through the 311 website.
- ✓ Developed the technical infrastructure necessary to allow 311 staff to answer calls from a City location other than the 311 Contact Centre. This redundancy site would allow 311 to continue to operate in the event that Metro Hall is evacuated. This work will contribute to the "work from home" pilot (Phase 2) of the project in 2015.
- ✓ Successfully completed pilot exercises for emergency/redundancy site with 311 staff receiving calls from the North York Civic Centre using 311 technologies.
- ✓ Established a Channel and Counter Strategy Project Management Team under the newly established Customer Service Centre of Excellence to address Strategic Action #19 - Improve Customer Service. Project Management Staff are funded by 311.
- ✓ Established a Customer Service Governance Model including a Steering Committee to oversee Strategic Action #19 - Improve Customer Service.
- ✓ Completed development and testing of Business Intelligence reporting on Toronto Animal Services service requests.
- ✓ As part of the Project Management Practice, ensuring that all capital projects are on time and on budget including system upgrades (IPCC, Verint, etc) and future development (Payment, Enterprise Scheduler).

Key Challenges & Priority Actions

Core Service and Service Efficiency Review Impacts – City Council approved the elimination of new 311 Toronto development initiatives beyond 2013. Funding was removed for all projects that were not currently underway. There will be an ongoing challenge to improving customer services when development and further integrations end in 2015.

- ✓ Ongoing expansion to the service model and collaboration of funding to document the business requirements to leverage Toronto Buildings Service Portal to include Municipal Licensing & Standards and City Planning as well Channel and Counter Strategy will provide better services to the public.

Integrated Technology Solutions – There are recognized inherent challenges of integrating disparate IT systems with new solutions in Call Centre Operations.

- ✓ Continue to work with Corporate I&T to determine the best method of developing integration solutions such as RFP, in-house development or expansion of the current tool.

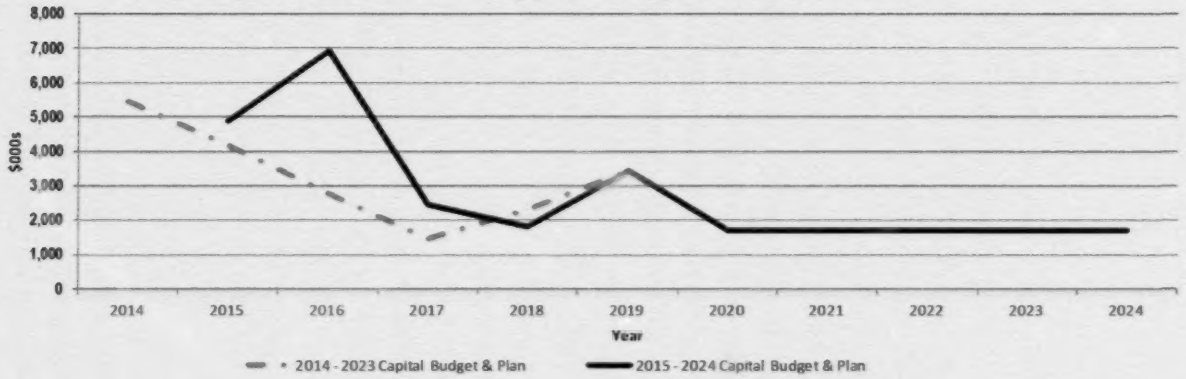
2015 Capital Budget Highlights

The 2015 Capital Budget for 311 Toronto of $6.673 million, including carry forward funding, will:

- Maintain the technology solution in a State of Good Repair to ensure continuity of the 311 Contact Centre operations ($2.691 million).
- Continue the implementation of Enterprise Scheduler and the development of account management tool with payment module that will enable the public to register and pay for City services such as Revenue Services through 311 Toronto ($3.196 million).
- Provide new funding for the development of a Channel and Counter Strategy ($0.486 million) as well as funding for gathering business requirements to leverage the Toronto Buildings Service Portal for Municipal Licensing & Standards (ML&S) and City Planning ($0.300 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	5,439	4,193	2,752	1,465	2,307	3,427	1,696	1,696	1,696	1,696		26,367
2015 - 2024 Capital Budget & Plan		4,879	6,917	2,465	1,807	3,427	1,696	1,696	1,696	1,696	1,696	27,975
Change %		16.4%	151.3%	68.3%	(21.7%)	0.0%	0.0%	0.0%	0.0%	0.0%		6.1%
Change $		686	4,165	1,000	(500)	0	0	0	0	0		1,608

Table 1

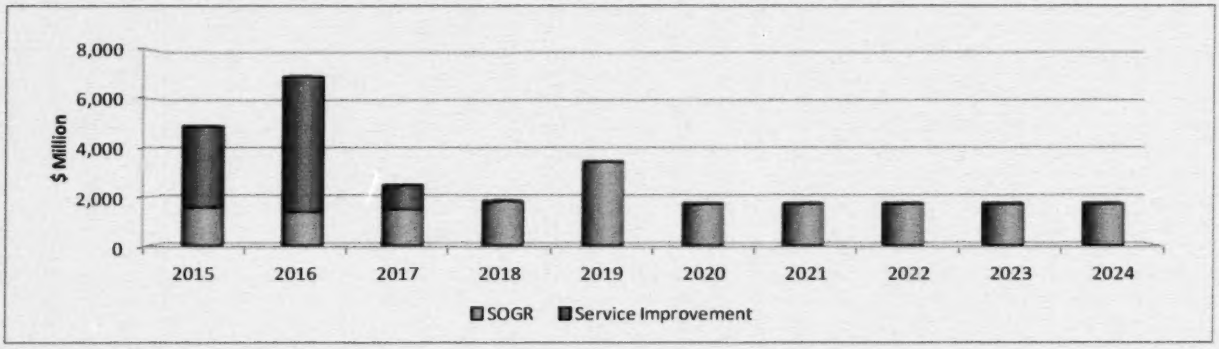
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
311 Technology Solution SOGR	4,205	1,552	1,371	1,465	1,807	3,427	1,696	1,696	1,696	1,696	1,696	**18,102**	22,307
Sub-Total	**4,205**	**1,552**	**1,371**	**1,465**	**1,807**	**3,427**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**18,102**	**22,307**
Service Improvements													
311 Contact Centre Enhancement Initiative	6,536	2,541	1,981									**4,522**	11,058
Integrations with MLS and Toronto Bldg		300	1,000	1,000								**2,300**	2,300
Channel & Counter Strategy		486	2,565									**3,051**	3,051
Sub-Total	**6,536**	**3,327**	**5,546**	**1,000**								**9,873**	**16,409**
Total Expenditures by Category	**10,741**	**4,879**	**6,917**	**2,465**	**1,807**	**3,427**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**27,975**	**38,716**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)*

Chart 2

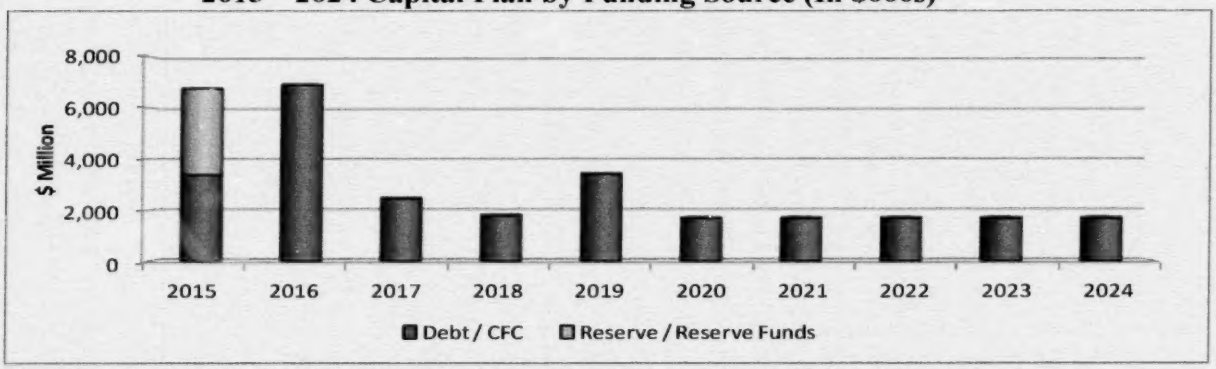
2015 – 2024 Capital Plan by Project Category (In $000s)



As illustrated in the chart above, the 10-Year Capital Plan for 311 Toronto of $27.975 million provides 65% funding for State of Good Repair (SOGR) projects and 35% for Service Improvement projects.

- Cash flow funding for Service Improvement projects in the 2015 – 2024 Capital Budget and Plan will be ending in 2017 to integrate other service areas such as Municipal Licensing & Standards (ML&S) and Toronto Building which have substantial call volumes and requests from customers for information about their services.
- All funding beyond 2017 will be dedicated to ongoing sustainment to ensure technology is maintained and up-to-date.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $27.975 million will be financed by the following sources:

- Debt, which accounts for $26.475 million or 94.6% of the financing over the 10-year period.
  - The debt funding has been increased over the 10-year debt affordability guidelines allocated to this Program by $5.351 million to reinstate capital investments for future service *Integrations with Municipal Licensing & Standards and Toronto Building* and implement a recommendation of the Service Efficiency Study for a *Channel and Counter Strategy*.
- Reserve and Reserve Funds constitute $1.500 million or 5.4% over 10 years. Reserve funding is available for the development of *Registration and Payment* platform and capability for City services through 311 and is provided from the Capital Financing Reserve as approved by City Council during the 2013 Budget process.

Table 2
Net Operating Impact Summary (In $000s)

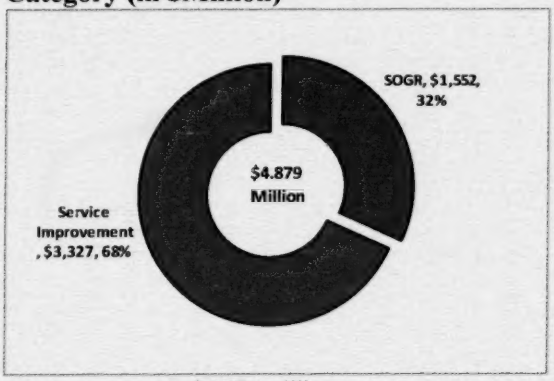
	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
311 Contact Centre Enhancement Initiative			694.0	6.0							694.0	6.0	694.0	6.0
Total (Net)	-	-	694.0	6.0	-	-	-	-	-	-	694.0	6.0	694.0	6.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.694 million net over the 2015 – 2024 period, as shown in the table above.

Approved permanent positions will increase by 6.0 over the 10-year time frame. This is comprised of funding to sustain the following capital projects once completed:

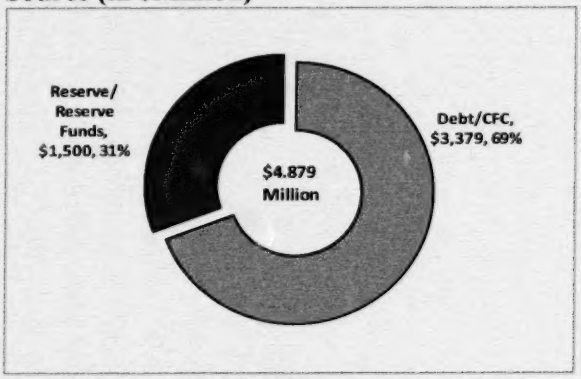
- 311 Contact Centre Enhancement Initiative
  - ➢ $0.694 million will be requested for consideration in 2016
    - $0.100 million for ongoing licenses for the payment management system; and
    - $0.594 million is for an additional 6.0 permanent positions: 2 System Development Specialists to sustain the new systems (*Payment Module* and *Enterprise Scheduler*), 1 Financial Analyst to support revenue, accounting and compliance and 3 Customer Service Representatives to support payment processing with the introduction of payments being received through 311 once it becomes operational.
  - ➢ The future operating impacts and the potential efficiency savings in other City Programs resulting from the delivery of the above capital projects will be reviewed in detail as part of the 2016 Operating Budget process.

2015 Capital Budget by Project Category (in $Million)



$4.879 million

2015 Capital Budget by Funding Source (in $Million)



$4.879 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $4.879 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *State of Good Repair (SOGR) ($1.552 million, 32%)*
  - Upgrade and replacement of servers to ensure continuity of the 311 Contact Centre operations.
- *Service Improvements ($3.327 million, 68%)*
  - Comprised of the implementation of *Enterprise Scheduler* ($0.654 million), development of a platform for *Registration and Payments* capability for selected services through 311 ($1.887 million), business requirements to leverage the Toronto Building web portal for *Municipal Licensing & Standards (ML&S) and City Planning* ($0.300 million), as well as development of a *Channel and Counter Strategy* ($0.486 million).

The 2015 Capital Budget is financed primarily by:

- *Debt ($3.379 million, 69%)*
  - $3.379 million of debt financing, which is $0.686 million above the debt target of $2.693 million set for this Program in 2015, due to new capital project investments in future development work with *MLS and Toronto Building, Web Portal Improvement*, as well as a *Channel and Counter Strategy*.
- *Reserve and Reserve Funds ($1.500 million, 31%)*
  - $1.500 million of reserve and reserve fund financing for the *Registration and Payment* project, provided from the Capital Financing Reserve.

Facilities, Real Estate, Environment & Energy

2015 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is $189.210 million gross and $65.319 million net as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	188,746.9	189,210.4	463.5	0.2%
Gross Revenues	123,427.8	123,891.3	463.5	0.4%
Net Expenditures	**65,319.1**	**65,319.1**	**(0.0)**	**(0.0%)**

Through ongoing operational efficiencies and increased leasing revenues, the Program is able to manage budgetary pressures arising mainly from inflation in utilities and cost of living allowance increases for staff salaries and benefits while maintaining the same service levels for 2015.

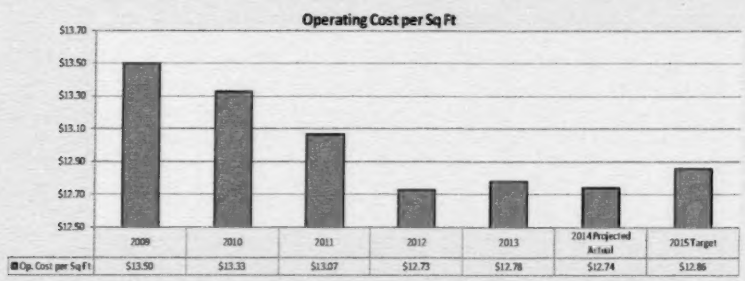
2015 Operating Budget Overview

Facilities, Real Estate, Environment & Energy work across the City with clients and stakeholders to deliver a comprehensive range of facility management, real estate services and sustainability programs in an efficient and effective manner that maximizes the City's property assets and delivers service excellence.

Fast Facts

- Manage over 400 City-owned and operated facilities covering more than 9.6 million square feet.
- Facilities Operations complete approximately 36,000 building maintenance work orders annually for City-owned facilities and respond to facility maintenance inquiries 100% within 3 days.
- Real Estate Services manage over 5,700 properties and 26.5 million square feet of building space in the Asset Portfolio worth $12 billion, appraise more than 400 properties with 95% of properties sold at or above appraised value, and manage 1,000+ leases in the portfolio generating over $48 million in annual lease revenues.
- Environment & Energy complete 25 building energy retrofits, 15 energy audits and monitor 3,500 energy accounts with a total utilities budget in excess of $24 million.

Trends:



- Facilities Management strives to operate efficiently to maintain a square foot cost allocation that reflects good value for money in a municipal setting.
- The cost/square foot includes custodial, building repairs & maintenance, security and utilities costs. Costs have stabilized due to the use of a mixed service model for custodial and maintenance services, emphasizing a preventive maintenance plan and updating building automation system to realize energy efficiencies.

2014 Key Service Accomplishments

Development and deployment of a CCOO wide business plan, setting the direction for the organization built on a foundation of shared values and priorities and the City's 26 Strategic Actions. This will provide the roadmap for the organization for the next 5 years, focusing on areas related to staff development, customer service enhancements, improved operational processes, fostering partnerships and promoting program sustainability.

- ✓ An example of an initiative that has come out of this plan is the introduction of the CCOO People & Culture Committee to engage the organization in initiatives that focus on customer service excellence.

Facilities Management continued its focus on improving service and processes, while keeping City facilities operational and safe for staff and the public. Some specific initiatives include:

- ✓ Developed an online Service Request Portal which standardized the intake of service needs from clients, improving access to facilities and real estate services and visibility in terms of the status of each service requested.
- ✓ Created a contractor status portal allowing Facilities staff to receive more timely feedback of work completed by contractors, improving visibility of service and capacity by automating this process.
- ✓ Launched pilot initiative to equip Facilities Operations field staff with mobility devices that will allow them to perform key work related functions in the field, improving the efficiency of many of the administrative aspects of work order management.
- ✓ Consolidated facilities management functions at EMS facilities through the Facilities Transformation Project, centralizing services and leveraging existing expertise to delivery services more effectively.
- ✓ Implemented the "Be Security Conscious" Security Awareness Program to ensure employees are aware of their role as security partners, ensuring City facilities are safe and secure for use.

Real Estate Service developed a 5 year business plan identifying key objectives in its efforts to manage the City's portfolio of real estate assets. Achievements realized in 2014 include:

- ✓ Continue to work with Build Toronto on property transfers, managing the transfer or turnover of 61 properties as of the end of 2014.
- ✓ Managed over 1,100 leases and conduced over 35 sales, 80 acquisitions and 700 appraisals in assisting City Programs and Agencies with their real estate needs to deliver services to the public.
- ✓ Initiated office modernization and space rationalize framework for City of Toronto office buildings to be further developed and refined in 2015.
- ✓ Completed an organizational restructuring of the operations of the St. Lawrence Market complex to maximize leasing revenue potential while ensuring the facilities continue to be a destination in Toronto.

Environment and Energy demonstrated its leadership and accountability for environment and energy sustainability in 2014, and achieved the following results:

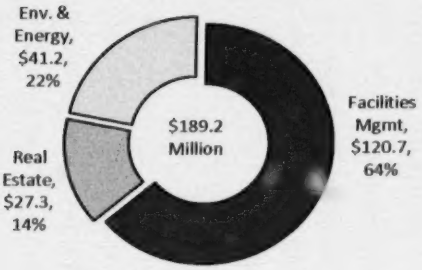
- ✓ Created a City of Toronto resiliency strategy, approved by Council in July 2014.
- ✓ Prepared and submitted to the Province a Municipal 5-year Energy Conservation and Demand Management (ECDM) Plan, and received Council authority to use this plan as the foundation for developing ECDM priorities in over 500 City facilities, to be delivered through the Sustainable Energy Plan capital program.
- ✓ Successful implementation of the Home Energy Loan Program - using local improvement charges to fund deep energy retrofits in residential buildings.

Our Service Deliverables for 2015

- Facilities, Real Estate, Environment & Energy protect, maintain and maximize the City's investment in its public buildings and real property. The 2015 Operating Budget will:
- Maintain City facilities in a clean, safe, and accessible manner as per Council approved maintenance standards.
- Ensure the City's property portfolio is optimal and meets program requirements.
- Monitor and promote the use of standard facility protocols under the Facilities Maintenance Standards within City programs.
- Conduct building conditions assessments on 20% of the building stock.
- Develop and implement Council priority capital projects including: Union Station, Nathan Phillips Square, St Lawrence Market North, and Old City Hall.
- Acquire properties within the timeframes established and within 10% of appraised value.
- Identify properties surplus and dispose them at 90% or better of appraised value.
- Maximize lease revenues by negotiating optimal leasing arrangements.
- Reduce energy demand and greenhouse gases and increase use of renewable energy technologies and clean energy generation in an effort to meet 80% of energy needs through these means by 2050.

Where the money goes:

2015 Budget by Service
$189.2 Million

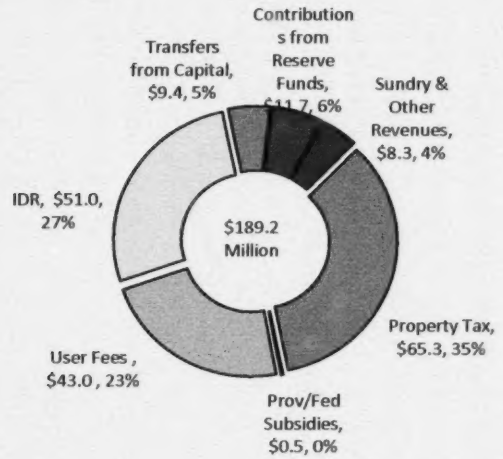


2015 Budget by Expenditure Category

IDC, $1.5, 1%
Other Expenditures, $6.5, 3%
Contributions to Reserves, $1.8, 1%
Equipment, $0.5, 0%
Services & Rents, $54.5, 29%
$189.2 Million
Salaries & Benefits, $94.0, 50%
Materials & Supplies, $30.4, 16%

Where the money comes from:

2015 Budget by Funding Source


Contributions from Reserve Funds, $11.7, 6%
Transfers from Capital, $9.4, 5%
Sundry & Other Revenues, $8.3, 4%
IDR, $51.0, 27%
$189.2 Million
Property Tax, $65.3, 35%
User Fees, $43.0, 23%
Prov/Fed Subsidies, $0.5, 0%

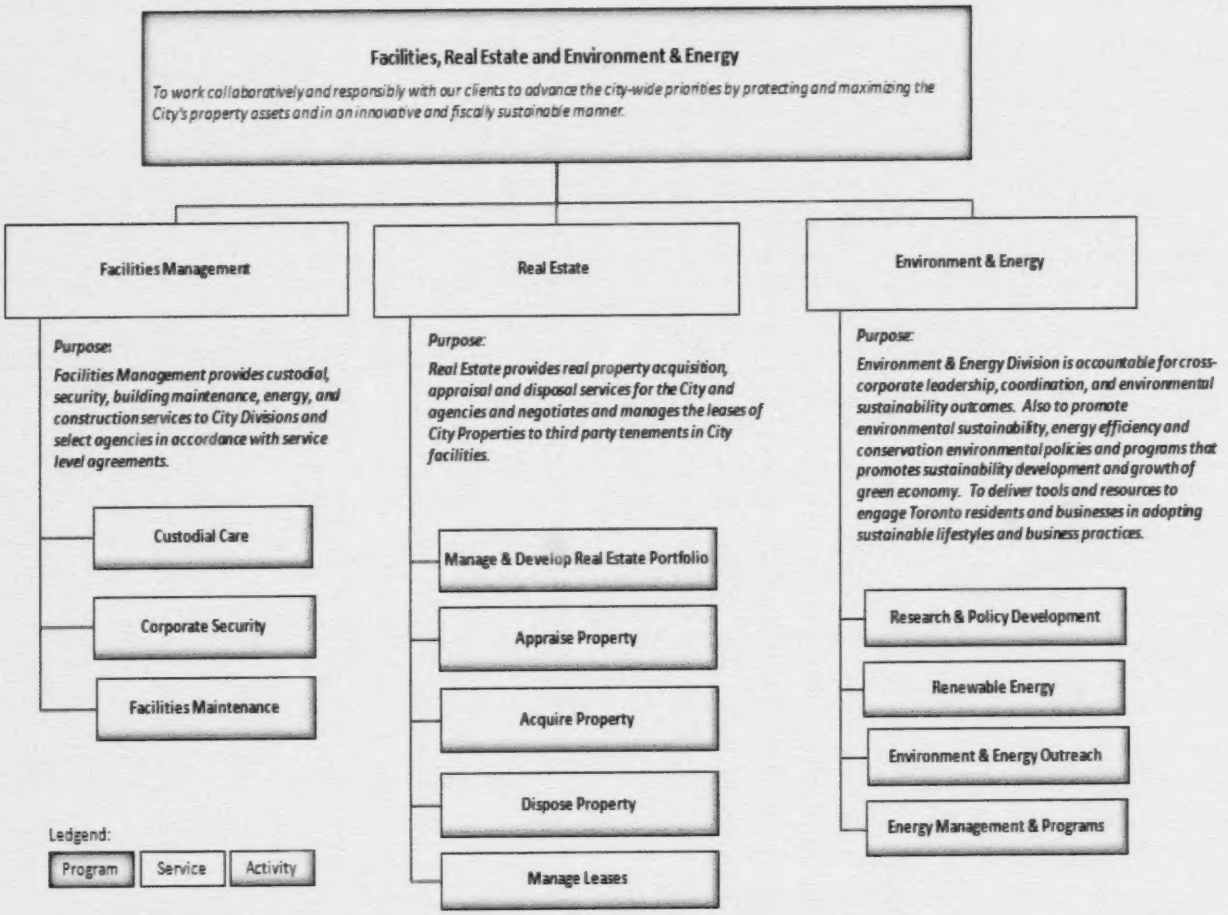
Our Key Challenges & Priority Actions

- Improving resilience to high impact extreme weather events and ability to mitigate potential damages and disruption to City Programs and Agencies.
  - ✓ The 2015 Operating Budget includes an incremental $0.250 million and 2 new positions to implement the Climate Change Risk Management Policy adopted by Council in July 2014.
- Unlocking the value of the City's real estate portfolio. Evaluate best use for City owned buildings and continue to search for opportunities to strategically utilize assets more efficiently and maximize value where opportunities to sell assets exist through Build Toronto.
  - ✓ Act on opportunities through detailed review, market research and analysis by qualified trained staff to ensure City's Real Estate portfolio meets the needs of City Programs and Agencies.
- Better align preventative maintenance schedules with state of good repair plans across the City's building portfolio.
  - ✓ The operating impact resulting from the investment in SAP facilities maintenance functionality will automate core business processes related to facility work orders, scheduled preventative maintenance and inventory management, while interfacing with state of good repair plans.

2015 Operating Budget Highlights

- Inflationary increases for staff salaries and benefits ($2.009 million), utilities ($1.620 million) and custodial / security contracts ($0.849 million).
- Service efficiencies resulting in deletion of 7 positions with minimal impact on service level ($0.315 million).
- Prioritize maintenance functions and security services within established base standards ($0.837 million).
- Capitalizing on opportunities to generate new or increased leasing revenues ($2.0 million).

Program Map


Facilities, Real Estate and Environment & Energy
To work collaboratively and responsibly with our clients to advance the city-wide priorities by protecting and maximizing the City's property assets and in an innovative and fiscally sustainable manner.
Facilities Management
Real Estate
Environment & Energy
Purpose:
Facilities Management provides custodial, security, building maintenance, energy, and construction services to City Divisions and select agencies in accordance with service level agreements.
Custodial Care
Corporate Security
Facilities Maintenance
Purpose:
Real Estate provides real property acquisition, appraisal and disposal services for the City and agencies and negotiates and manages the leases of City Properties to third party tenements in City facilities.
Manage & Develop Real Estate Portfolio
Appraise Property
Acquire Property
Dispose Property
Manage Leases
Purpose:
Environment & Energy Division is accountable for cross-corporate leadership, coordination, and environmental sustainability outcomes. Also to promote environmental sustainability, energy efficiency and conservation environmental policies and programs that promotes sustainability development and growth of green economy. To deliver tools and resources to engage Toronto residents and businesses in adopting sustainable lifestyles and business practices.
Research & Policy Development
Renewable Energy
Environment & Energy Outreach
Energy Management & Programs
Ledgend:
Program
Service
Activity

Service Customers

Facilities Management
- Visitors
- Residents
- City Employees
- Agencies
- City Divisions
- Community Groups
- Provincial & Federal Agencies
- Residential / Commercial Tenants

Real Estate
- Visitors
- Residents
- City Employees
- Agencies
- City Divisions
- Community Groups
- Provincial & Federal Agencies
- Residential / Commercial Tenants

Environment & Energy
- Residents
- City Employees
- Agencies
- City Divisions
- Provincial & Federal Agencies
- Residential / Commercial Tenants
- Toronto Building Owners

Table 1
2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget Base	2015 Operating Budget New/Enhanced	2015 Operating Budget Budget	2015 vs. 2014 Budget Approved Changes $	2015 vs. 2014 Budget Approved Changes %	Incremental Change 2016 and 2017 Plan 2016 $	2016 %	2017 $	2017 %
By Service	$	$	$	$	$	$	%	$	%	$	%
Facilities Management											
Gross Expenditures	118,344.8	121,999.8	120,662.6		120,662.6	2,317.7	2.0%	782.7	0.6%	33.2	0.0%
Revenue	49,617.4	50,917.5	50,883.6		50,883.6	1,266.2	2.6%			0.6	0.0%
Net Expenditures	68,727.4	71,082.2	69,779.0		69,779.0	1,051.6	1.5%	782.7	1.1%	32.6	0.0%
Real Estate											
Gross Expenditures	27,827.2	27,770.5	27,315.8		27,315.8	(511.3)	(1.8%)	75.6	0.3%	5.7	0.0%
Revenue	53,020.1	55,924.4	55,122.9		55,122.9	2,102.8	4.0%			0.4	0.0%
Net Expenditures	(25,192.9)	(28,154.0)	(27,807.1)		(27,807.1)	(2,614.1)	10.4%	75.6	(0.3%)	5.3	(0.0%)
Environment & Energy											
Gross Expenditures	42,574.9	35,180.4	41,232.0		41,232.0	(1,342.9)	(3.2%)	115.7	0.3%	4.3	0.0%
Revenue	20,790.3	12,766.9	17,884.8		17,884.8	(2,905.5)	(14.0%)				
Net Expenditures	21,784.6	22,413.5	23,347.2		23,347.2	1,562.6	7.2%	115.7	0.5%	4.3	0.0%
Gross Expenditures	188,746.9	184,950.6	189,210.4		189,210.4	463.5	0.2%	973.9	0.5%	43.2	0.0%
Revenue	123,427.8	119,608.9	123,891.3		123,891.3	463.5	0.4%			1.0	0.0%
Total Net Expenditures	65,319.1	65,341.7	65,319.1		65,319.1	0.0	0.0%	973.9	1.5%	42.2	0.1%
Approved Positions	1,004.5	918.6	1,007.5		1,007.5	3.0	0.3%				

The Facilities, Real Estate, Environment & Energy's 2015 Total Operating Budget is $189.210 million gross and $65.319 million net, representing a 0% increase to the 2014 Approved Net Operating Budget and is in line with the Program target as set out in the 2015 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to the cost of inflation in utilities in Environment & Energy Service and cost of living allowance increases for staff salaries and benefits common across all services.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings by streamlining maintenance functions and security services at various facilities within the Facilities Management Service and maximizing revenues from existing leases within the Real Estate Service.
- The 2016 and 2017 Plan increases are attributable to progression pay, step and associated benefits increases. No cost of living allowance is included due to 2016 being the year in which the next cycle of collective bargaining begins.

Table 3
2016 and 2017 Plan by Program

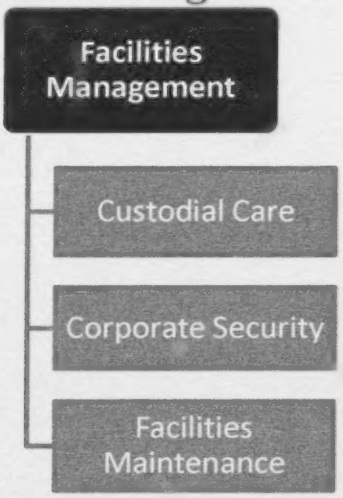
Description ($000s)	2016 - Incremental Increase Gross Expense	Revenue	Net Expense	% Change	# Positions	2017 - Incremental Increase Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay, Step and Fringe Benefit Increases	873.4		873.4	1.3%		28.2	1.0	27.2	0.0%	
Operating Impacts of Capital	70.0		70.0	0.1%		15.0		15.0	0.0%	
Interdivisional Charges	30.5		30.5	0.0%						
Total Incremental Impact	973.9		973.9	1.5%		43.2	1.0	42.2	0.1%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Future year incremental costs include progression pay and step increases. No cost of living allowance is included due to 2016 being the year in which the next cycle of collective bargaining begins.
- Funding of $0.030 million for ongoing sustainment costs for the Closed Circuit Television (CCTV) Infrastructure Enhancement to bring security conditions to the level of current and anticipated requirements and standards, as well as $0.040 million for security and safety systems sustainment as part of the Global Corporate Security Program, for a total of $0.070 million in 2016 and incremental costs of $0.015 million in 2017.

Facilities Management

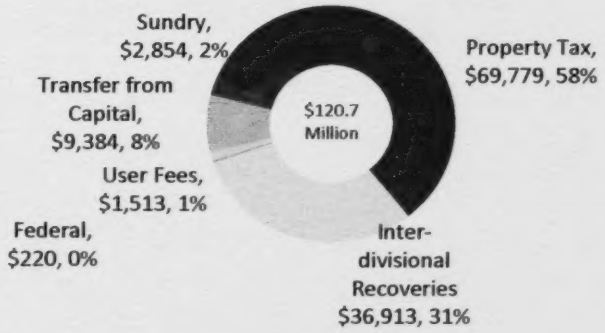


What We Do

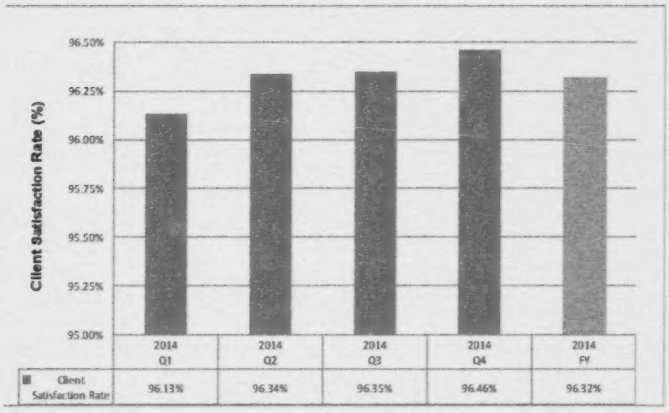
- Provide leadership and stewardship of the City's facilities with a commitment to best practices incorporating environmental, social and economic principles.
- Provide routine maintenance, custodial care, security, and construction activities for City Programs and Agencies in accordance with service level agreements.
- Ensure facilities are safe, accessible and available to deliver programs and services by employing facility maintenance standards, life cycle planning and building condition assessments.

2015 Service Budget by Activity ($000s)

Service by Funding Source ($000s)



Facilities Work Order Request Client Satisfaction Rates



- Overall client satisfaction rates are based on results from surveys completed by staff who have submitted requests for maintenance services through the service request system (338-FRED).
- Facilities Management began tabulating these results commencing in 2014 on a quarterly basis to gauge the level of service and satisfaction clients are receiving from the work performed, which is aligned with an overall direction to strive for Excellence in Customer Service.
- Facilities Management are still in the process of refining and finalizing performance measures for future years that are aligned with the goals and direction of the organization.

2015 Service Levels

Facilities Management

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	2015
Custodial Care	Cleaning Services for City Run Programs	Approved		90% Compliance		90% Compliance
	Cleaning Services for Non City Run Programs	Approved		90% Compliance		90% Compliance
Corporate Security	Divisional Security Plan Assessments	Approved		95% Compliance		Discontinued
	Divisional Security Plan Implementations	Approved		95% Compliance		Discontinued
	Resolve Security Threats	Approved		95% Compliance		Discontinued
	% of Corporate Security Projects Completed on Budget/Time	New		N/A		80%
	% of Change in Number of Security Incidents	New		N/A		1.5%
Facilities Maintenance	Scheduled Maintenance - Preventative	Approved		95% Compliance		95% Compliance
	Scheduled Maintenance - On Demand	Approved		90% Compliance		90% Compliance
	Asset Facility Management / Preservation	Approved		90% Compliance		90% Compliance
	Environmental Assessments	Approved		95% Compliance		95% Compliance
	Regulatory Compliance	Approved		100% Compliance		100% Compliance

The 2015 Service Levels for Custodial Care and Facilities Maintenance are consistent with the approved 2014 Service Levels. Technical adjustments have been made to the Corporate Security activity to replace the existing with two new sub-activities to better represent its service level commitments.

Table 6

2015 Service Budget by Activity

($000s)	2014 Approved Budget $	2015 Operating Budget Base Budget $	Service Changes $	2015 Base $	Base Budget vs. 2014 Budget $	% Change %	New/ Enhanced $	2015 Budget $	2015 Budget vs. 2014 Budget $	%	Incremental Change 2016 Plan $	%	2017 Plan $	%
GROSS EXP.														
Custodial Care	16,783.1	30,991.7	(110.2)	30,881.4	14,098.4	84.0%		30,881.4	14,098.4	84.0%	95.0	0.3%	5.3	0.0%
Facilities Maintenance	83,496.9	71,533.7	(804.8)	70,729.0	(12,768.0)	(15.3%)		70,729.0	(12,768.0)	(15.3%)	347.6	0.5%	17.5	0.0%
Security & Safety	18,064.8	19,298.6	(246.4)	19,052.2	987.3	5.5%		19,052.2	987.3	5.5%	340.1	1.8%	10.3	0.1%
Total Gross Exp.	118,344.8	121,824.0	(1,161.4)	120,662.6	2,317.7	2.0%		120,662.6	2,317.7	2.0%	782.7	0.6%	33.2	0.0%
REVENUE														
Custodial Care	11,200.9	10,954.3		10,954.3	(246.6)	(2.2%)		10,954.3	(246.6)	(2.2%)				
Facilities Maintenance	32,326.9	33,050.8		33,050.8	723.9	2.2%		33,050.8	723.9	2.2%			0.6	0.0%
Security & Safety	6,089.6	6,878.5		6,878.5	788.8	13.0%		6,878.5	788.8	13.0%				
Total Revenues	49,617.4	50,883.6		50,883.6	1,266.2	2.6%		50,883.6	1,266.2	2.6%			0.6	0.0%
NET EXP.														
Custodial Care	5,582.2	20,037.4	(110.2)	19,927.1	14,344.9	257.0%		19,927.1	14,344.9	257.0%	95.0	0.5%	5.3	0.0%
Facilities Maintenance	51,170.0	38,482.9	(804.8)	37,678.1	(13,491.9)	(26.4%)		37,678.1	(13,491.9)	(26.4%)	347.6	0.9%	16.9	0.0%
Security & Safety	11,975.2	12,420.1	(246.4)	12,173.7	198.5	1.7%		12,173.7	198.5	1.7%	340.1	2.8%	10.3	0.1%
Total Net Exp.	68,727.4	70,940.4	(1,161.4)	69,779.0	1,051.6	1.5%		69,779.0	1,051.6	1.5%	782.7	1.1%	32.6	0.0%
Approved Positions	856.1	864.1	(5.0)	859.1	3.0	0.4%		859.1	3.0	0.4%				

The ***Facilities Management Service*** provides routine maintenance, custodial care, security, and construction activities for City Programs and Agencies in accordance with service level agreements.

The Facilities Management Service's 2015 Operating Budget of $120.663 million gross and $69.779 million net is $1.052 million or 1.5% over the 2014 Approved Net Budget. The 2015 Budget includes reallocations of funding between activities to accurately reflect budgets by service and activity, with net zero impact to Facilities Management Service.

- The contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff, and associated fringe benefit adjustments common among all activities result in an increase of $1.266 million in salaries and benefits. These increases are partially offset by a reduction of $0.251 million in order to maintain, at a minimum, the budgeted gapping percentage as approved in the 2014 Operating Budget.

- Inflationary increases of $0.544 million to reflect the multi-year contractual agreements with vendors for the procurement of goods and services for Custodial Care and Facilities Maintenance.
- A new resource has been added to Corporate Security to manage City-wide the day-to-day security card access and identification program including card production, programming requests and replacement of lost/defective cards, at a cost of $0.058 million.
- A temporary Research Analyst position has been repurposed into a temporary Project Coordinator position for 2 years ending in 2016 at a cost of $0.115 million. This complement change involves the elimination of capital funding associated with the Research Analyst position. A Project Coordinator will assist with the Facilities Transformation Project, Shared Services Project and various other tasks that are assigned to Quality Assurance unit within Facilities Maintenance.
- Reduced interdivisional recoveries in the amount of $0.481 million to reflect the changes in operational requirements in the delivery of Facilities Maintenance and Custodial Services for City Programs and Agencies.

In order to offset the above pressures, the 2015 service changes for Facilities Management consists of service efficiency savings of $0.239 million and service level changes of $0.923 million, as detailed below:

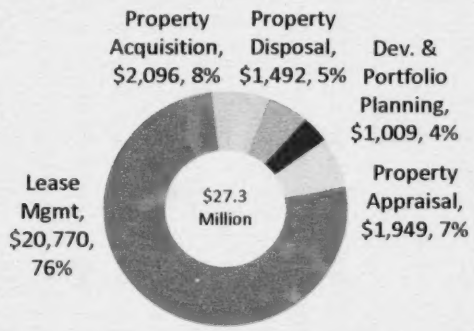
- Efficiency savings of $0.239 million due to reductions of a number permanent vacant positions within Facilities Operations including 2 Heavy Duty Cleaners and 0.5 Handy Worker for Nathan Phillips Square and David Pecaut Square and 0.5 Support Assistant B responsible for coordinating the hiring of summer students. These functions can be absorbed within the existing complement of Custodial Care and Facilities Maintenance, thus resulting in minimal impact on service levels.
- Efficiency savings of $0.589 million within Facilities Maintenance, to be realized by streamlining facilities maintenance functions at various facilities within baseline standards. Furthermore, budgets for administration functions within Facilities Maintenance can be reduced based on historical spending in this area.
- Efficiency savings of $0.246 million within Corporate Security as a result of a reduction of a permanent vacant Senior Security Coordinator at Union Station and a contracted security services at 1050 Ellesmere.
- Efficiency savings of $0.088 million in relation to the reduction of a permanent Facilities Construction Coordinator within Facilities Maintenance (Facilities Design and Construction unit).

Real Estate

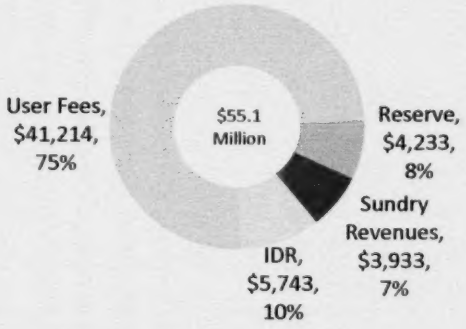
What We Do

- Provides property appraisal, negotiation, acquisition and disposal services for City Programs and Agencies to ensure the City's Real Estate portfolio represents a strategic asset mix that reflects program and stakeholders needs.
- Provide routine lease administration and manage leases of City properties with third party tenants.
- Maximize lease revenues by regularly reviewing the City's building portfolio and current market rates, negotiating optimal leasing arrangements and identifying target properties for acquisition or disposal to ensure the City's building portfolio is optimal.

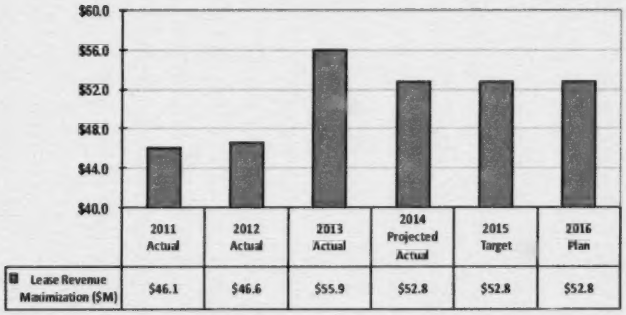
2015 Service Budget by Activity ($000s)


Property Acquisition, $2,096, 8%
Property Disposal, $1,492, 5%
Dev. & Portfolio Planning, $1,009, 4%
Property Appraisal, $1,949, 7%
Lease Mgmt, $20,770, 76%
$27.3 Million

Service by Funding Source ($000s)



Lease Revenue Maximization



- This measure demonstrates the revenue generation maximized for the lease of properties. The increases in 2012 and 2013 were related to new leases, lease adjustments and renewals.
- The 2013 was greater despite reversals of lease revenue and transfer of properties to Build Toronto as Union Station revenue was higher than forecast.
- Revenues are expected to level off for the next few years due to ongoing construction at Union Station and the continued review of the Real Estate portfolio to identify properties for transfer to Build Toronto or sale.

2015 Service Levels

Real Estate

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	2015
Development and Portfolio Planning	Review Propoerty Portfolio	Approved		100% Compliance		100% Compliance
Property	Properties Appraised	Approved		90% Compliance		90% Compliance
Property Acquisition	Real Estate Acquisitions and Expropriations	Approved		80% Compliance		80% Compliance
Property Disposal	Real Estate Disposal - Market Rates	Approved		100% Compliance		100% Compliance
Lease Management	Property Leasing	Approved		95% Compliance		95% Compliance
	Negotiate New Leases	Approved		95% Compliance		95% Compliance
	Renew Leases	Approved		95% Compliance		95% Compliance
	Terminate Leases	Approved		100% Compliance		100% Compliance
	Lease Payments	Approved		100% Compliance		100% Compliance
	Receive Lease Revenue	Approved		95% Compliance		95% Compliance
	Property Assessment Review	Approved		100% Compliance		100% Compliance
	Property Assessment Savings & Revenues	Approved		100% Compliance		100% Compliance

The 2015 Service Levels are consistent with the 2014 Approved Service Levels. The purpose of this service is to provide real property acquisition, appraisal, and disposal services for the City Programs and Agencies and negotiates and manages the lease of City properties to third party tenants.

Table 7

2015 Service Budget by Activity

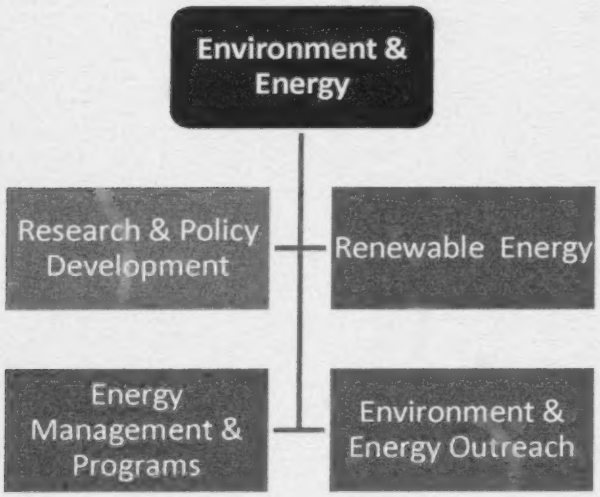
($000s)	2014 Approved Budget $	2015 Operating Budget: Base Budget $	Service Changes $	2015 Base $	Base Budget vs. 2014 Budget $	% Change %	New/ Enhanced $	2015 Budget $	2015 Budget vs. 2014 Budget $	%	Incremental Change: 2016 Plan $	%	2017 Plan $	%
GROSS EXP.														
Property Appraisal	1,957.4	1,949.4		1,949.4	(8.0)	(0.4%)		1,949.4	(8.0)	(0.4%)	19.9	1.0%	1.0	0.1%
Lease Management	17,344.6	20,770.0		20,770.0	3,425.4	19.7%		20,770.0	3,425.4	19.7%	7.9	0.0%	1.7	0.0%
Property Acquisition	6,122.4	2,096.0		2,096.0	(4,026.4)	(65.8%)		2,096.0	(4,026.4)	(65.8%)	27.0	1.3%	1.4	0.1%
Property Disposal	1,444.2	1,491.7		1,491.7	47.4	3.3%		1,491.7	47.4	3.3%	8.0	0.5%	0.2	0.0%
Development & Portfolio Planning	958.5	1,008.7		1,008.7	50.3	5.2%		1,008.7	50.3	5.2%	12.7	1.3%	1.4	0.1%
Total Gross Exp.	27,827.2	27,315.8		27,315.8	(511.3)	(1.8%)		27,315.8	(511.3)	(1.8%)	75.6	0.3%	5.7	0.0%
REVENUE														
Property Appraisal	552.8	652.8		652.8	100.0	18.1%		652.8	100.0	18.1%			0.1	0.0%
Lease Management	51,245.3	53,359.0	(85.8)	53,273.1	2,027.8	4.0%		53,273.1	2,027.8	4.0%			0.3	0.0%
Property Acquisition	676.9	651.9		651.9	(25.0)	(3.7%)		651.9	(25.0)	(3.7%)			0.1	0.0%
Property Disposal	545.0	545.0		545.0				545.0						
Development & Portfolio Planning														
Total Revenues	53,020.1	55,208.7	(85.8)	55,122.9	2,102.8	4.0%		55,122.9	2,102.8	4.0%			0.4	0.0%
NET EXP.														
Property Appraisal	1,404.5	1,296.6		1,296.6	(108.0)	(7.7%)		1,296.6	(108.0)	(7.7%)	19.9	1.5%	1.0	0.1%
Lease Management	(33,900.7)	(32,588.9)	85.8	(32,503.1)	1,397.6	(4.1%)		(32,503.1)	1,397.6	(4.1%)	7.9	0.0%	1.4	(0.0%)
Property Acquisition	5,445.5	1,444.1		1,444.1	(4,001.4)	(73.5%)		1,444.1	(4,001.4)	(73.5%)	27.0	1.9%	1.4	0.1%
Property Disposal	899.2	946.7		946.7	47.4	5.3%		946.7	47.4	5.3%	8.0	0.8%	0.2	0.0%
Development & Portfolio Planning	958.5	1,008.7		1,008.7	50.3	5.2%		1,008.7	50.3	5.2%	12.7	1.3%	1.4	0.1%
Total Net Exp.	(25,192.9)	(27,892.9)	85.8	(27,807.1)	(2,614.1)	10.4%		(27,807.1)	(2,614.1)	10.4%	75.6	(0.3%)	5.3	(0.0%)
Approved Positions	87.4	87.4		87.4				87.4						

The ***Real Estate Service*** focuses on the provision of routine lease administration, acquisitions, disposals, property negotiations and appraisals to ensure the City's real estate assets represent a strategic portfolio mix reflecting City's Programs and Agencies and stakeholder needs.

The 2015 Operating Budget for Real Estate of $27.316 million gross and $27.807 million of net revenues is $2.614 million or 10.4% under the 2014 Approved Net Budget. The 2015 Budget includes reallocations of funding between activities to accurately reflect budgets by service and activity, making corrections to previous year totals, with net zero impact to this service.

- The year over year net decrease is mainly from increased contributions of $1.093 million from the Union Station Reserve Fund required to offset inflationary increases for staff salaries and benefits, utilities, contracted services and facilities maintenance requirements, as well as loss of revenues at Union Station under Lease Management.
  - Loss of revenues is expected in 2015 due to the ongoing construction as part of the Union Station Revitalization project. Staff are reviewing plans to minimize the impact from ongoing construction on revenues and the overall operation of the Station.
- Additional leasing revenues of $2.000 million from long-term lease renewals under Lease Management and an increase to appraisal fee revenues of $0.100 million under Property Appraisal to reflect the actual experience as a result of the change of the parkland levy limit from $6,000 to $8,000 approved by City Council during the 2014 Budget process.
- These additional revenues will offset the contractually obligated cost of living allowance and progression pay for staff salaries and benefits and inflationary increases for contracts, for a total of $0.579 million, common across all activities within the service.

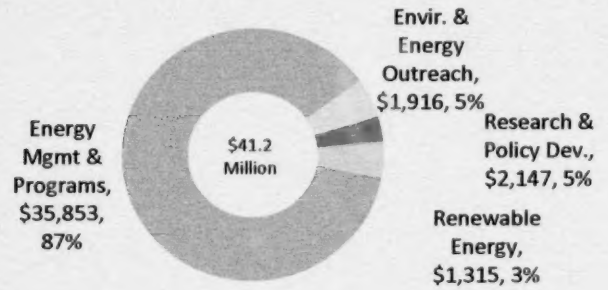
Environment & Energy



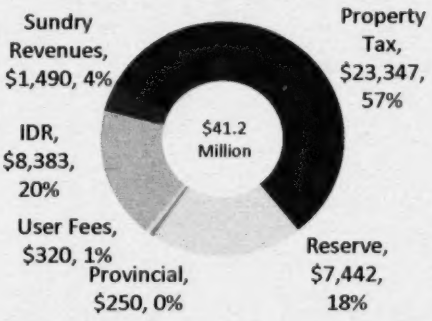
What We Do

- Provide cross-corporate leadership and coordination of activities to achieve sustainable environment and energy outcomes.
- Lead the development and implementation of innovative environmental and energy policies and programs to help reduce greenhouse gas emissions, facilitate energy conservation and demand management and ensure security of the energy supply.
- Inspire citizens, businesses, and other stakeholders to make Toronto North America's most environmentally sustainable city.
- Build a Resilient City by delivering tools and resources to engage residents and businesses in adopting sustainable lifestyles and practices.

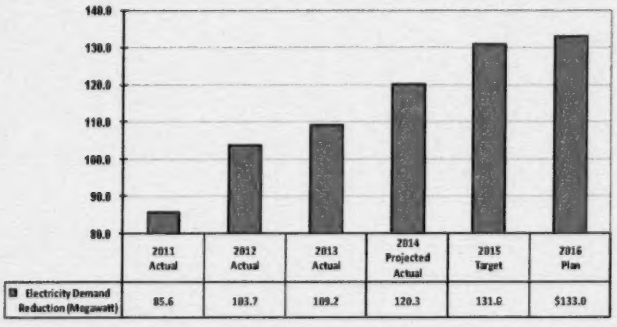
2015 Service Budget by Activity ($000s)


$41.2 Million
Envir. & Energy Outreach, $1,916, 5%
Research & Policy Dev., $2,147, 5%
Renewable Energy, $1,315, 3%
Energy Mgmt & Programs, $35,853, 87%

Service by Funding Source ($000s)



Electricity Demand Reduction (Megawatt)



- This graph represents cumulative amounts. Since 2011, there has been reduction in electricity demand every year.
- A goal of the Environment and Energy Division (EED) is to reduce electricity demand in Toronto by 133 megawatts by 2016, focusing on energy inefficient buildings and infrastructure, and encouraging stakeholders to reduce energy consumption through planned efficiencies and effective communication strategies. The EED continues to trend towards achieving this goal.

2015 Service Levels

Environment & Energy

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	2015
Research & Policy Development	Energy Supply Agreements	Approved	Uninterrupted utility service as a result of contracting 100% of the time			Uninterrupted utility service as a result of contracting 100% of the time
	Energy Retrofits	Approved	Savings of up to 25% of building energy use			Savings of up to 25% of building energy use
Renewable Energy Office	Renewable Energy	Approved	2.0 million kW.h generated and related revenues created		2.6 million kW.h generated and related revenues created	**3.8 million kW.h generated and related revenues created**
Environment & Energy Outreach	Administer Loan Programs	Approved	100% loan repayments are received on time with no defaults			100% loan repayments are received on time with no defaults
	Funding Agreements	Approved	Average 22 Megawatt per year			**Average 10 Megawatt per year (as per contract)**
Energy Management & Programs	Waste Management	Approved	N/A	Grow Corporate diversion rate beyond current 70% level		Grow Corporate diversion rate beyond current 70% level

Service Level Changes

- For the Renewable Energy activity, an increase from 2.6 million to **3.8 million kW.h** generation target and related revenue creation will be aided by the requirement under the City of Toronto Green Standards policy for renewable energy systems to be installed on City-owned buildings thus creating economic and environmental benefits and increased energy security to the City of Toronto.
- Effective 2015, the City of Toronto will lower its target for energy demand reduction from an average of 22 Megawatts to **10 Megawatts** per year through the Better Buildings Partnership Program based on the contract stipulated between the City of Toronto and Toronto Hydro. The decrease is in turn based on targets set by the Ontario Power Authority as a component of the overall province-wide target.

Table 8

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Research & Policy Development	2,217.1	2,147.2		2,147.2	(69.9)	(3.2%)		2,147.2	(69.9)	(3.2%)	19.8	0.9%	0.7	0.0%
Renewable Energy	1,357.8	1,315.0		1,315.0	(42.8)	(3.2%)		1,315.0	(42.8)	(3.2%)	13.1	1.0%	0.5	0.0%
Environment & Energy Outreach	1,978.7	1,916.3		1,916.3	(62.4)	(3.2%)		1,916.3	(62.4)	(3.2%)	10.6	0.6%	0.3	0.0%
Energy Management & Programs	37,021.2	36,075.5	(222.1)	35,853.5	(1,167.8)	(3.2%)		35,853.5	(1,167.8)	(3.2%)	72.1	0.2%	2.8	0.0%
Total Gross Exp.	42,574.9	41,454.0	(222.1)	41,232.0	(1,342.9)	(3.2%)		41,232.0	(1,342.9)	(3.2%)	115.7	0.3%	4.3	0.0%
REVENUE														
Research & Policy Development	496.8	427.4		427.4	(69.4)	(14.0%)		427.4	(69.4)	(14.0%)				
Renewable Energy	1,126.4	969.0		969.0	(157.4)	(14.0%)		969.0	(157.4)	(14.0%)				
Environment & Energy Outreach	971.3	835.6		835.6	(135.7)	(14.0%)		835.6	(135.7)	(14.0%)				
Energy Management & Programs	18,195.8	15,799.0	(146.2)	15,652.8	(2,542.9)	(14.0%)		15,652.8	(2,542.9)	(14.0%)				
Total Revenues	20,790.3	18,031.0	(146.2)	17,884.8	(2,905.5)	(14.0%)		17,884.8	(2,905.5)	(14.0%)				
NET EXP.														
Research & Policy Development	1,720.4	1,719.9		1,719.9	1,719.9			1,719.9	(0.5)	(0.0%)	19.8	1.2%	0.7	0.0%
Renewable Energy	231.4	346.0		346.0	114.6	49.5%		346.0	114.6	49.5%	13.1	3.8%	0.5	0.1%
Environment & Energy Outreach	1,007.4	1,080.7		1,080.7	73.3	7.3%		1,080.7	73.3	7.3%	10.6	1.0%	0.3	0.0%
Energy Management & Programs	18,825.4	20,276.5	(75.9)	20,200.6	1,375.2	7.3%		20,200.6	1,375.2	7.3%	72.1	0.4%	2.8	0.0%
Total Net Exp.	21,784.6	23,423.0	(75.9)	23,347.2	3,282.9	16.4%		23,347.2	1,562.6	7.2%	115.7	0.5%	4.3	0.0%
Approved Positions	61.0	63.0	(2.0)	61.0				61.0						

The ***Environment & Energy Service*** works with residents, businesses and City Programs and Agencies to reduce greenhouse gas emissions, build a resilient city, facilitate energy conservation and demand management and ensure energy security and supply.

The 2015 Operating Budget of $41.232 million gross and $23.347 million net is $1.563 million or 7.2% over the 2014 Approved Net Budget.

- The contractually obligated cost of living allowance, progression pay and associated benefit adjustments common across all activities account for $0.443 million of the increases.
- Key cost drivers include inflationary increases of $1.620 million due to rising utility rates under Energy Management & Programs. In addition, Phase 2 of the utility billing adjustment resulted in the transfer of $0.268 million in utility costs from Toronto Water (Rate Supported Program) to Energy Management & Programs for shared locations mainly occupied by Fleet Services, Purchasing & Materials Management Division (PMMD) and Policy, Planning, Finance & Administration (PPF&A).
- As directed by City Council for consideration in July 2014, implementing the Climate Change Risk Management Policy, as part of the "Resilient City – Preparing for a Changing Climate" initiative requires an incremental $0.250 million and 2 permanent positions, in addition to existing resources to be reallocated to support this initiative, to provide expertise and technical support to City operations. These resources will provide in-house technical expertise, assist and support City Programs & Agencies in the identification of climate change risks and develop plans to manage and address those risks under Research and Policy Development.
- To offset budgetary pressures, adjustments to inter-divisional recoveries and various environment-related reserve funds in the amount of $0.943 million are included in Energy Management & Programs to correspond to the inflationary increases predominantly related to utilities and staff salary and benefit increases in delivery of services to other City Programs and Agencies.
- Furthermore, the 2015 service changes for Environment & Energy consists of service efficiency savings of $0.076 million net which represents a reduction of two administrative support positions whose functions are either not required or can be absorbed based on current requirements and actual experience of certain environmental program uptake and availability being delivered through the Energy Management & Programs activity. Details are presented in Confidential Attachment 1under separate cover.

Facilities Management and Real Estate

2015 – 2024 Capital Budget and Plan Overview

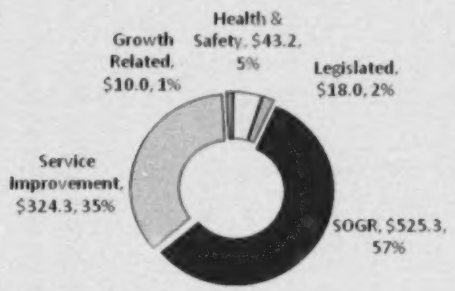
Facilities Management and Real Estate (FM&RE) has lead responsibility for capital preservation, repairs and improvements for more than 400 City-owned facilities with an approximate replacement value of $4.2 billion including Union Station, covering more than 9.6 million square feet.

FM&RE continues to implement large scale, multi-year major capital projects, including *Union Station Revitalization*, *St. Lawrence Market North Redevelopment* and completing the final stages of the *Nathan Phillips Square Revitalization* and *Old City Hall HVAC and Electrical Upgrades*.

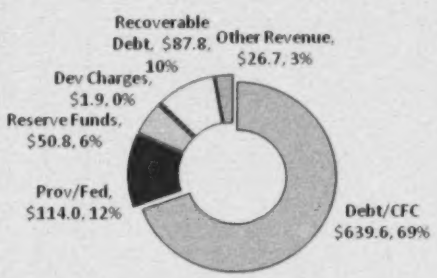
The 2015 – 2024 Capital Plan focuses on addressing core state of good repair and essential life cycle replacement projects so that all users of City facilities can enjoy safe and functional environments. The 10-Year Capital Plan incorporates additional debt funding of $125.030 million to address the escalating state of good repair backlog identified in recent building condition assessments in order to bring down the projected SOGR backlog from 12.1% to 9.6% over 10-year period and deliver new service improvement projects.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

Union Station Revitalization Project

- ✓ Significant progress on the GO York Concourse with opening to the public expected in early 2015.
- ✓ Successfully switched over existing services to the new electrical system and decommissioned the old units.
- ✓ Reached substantial completion of phase 1 of the NW PATH connection.
- ✓ Moat stairs completed and to be opened to the public upon completion of the GO.

Nathan Phillips Square Revitalization Project

- ✓ Significant progress made on the landscaping along Queen St.
- ✓ The final phase of the project is nearing completion with only minor planting and close out of contracts outstanding by the end of the year.

St. Lawrence Market North Development

- ✓ Design of the permanent building has been finalized and initial submission for building permit has been made.
- ✓ Archeological assessment of the permanent building site location is underway.
- ✓ Construction of the interim market has begun.

Within its core state of good repair (SOGR) program, the Program was able to address critical SOGR, environmental and safety issues at various City facilities. Specific achievements include:

- ✓ Completion of 85 building condition assessments to determine the current condition of facilities, critical needs and core SOGR needs over the next 20 years.
- ✓ Implementation of BAS systems at NYCC and various floors at Metro Hall.
- ✓ Completion of fire alarm system replacement at 277 Victoria Street.
- ✓ Improvements to the AV systems in committee rooms and the Council Chambers.
- ✓ Enhancements to access control systems at various facilities across the City, improving the security of these locations.
- ✓ Critical work at EMS, Fire and Toronto Police locations ensuring the facilities remain operational.
- ✓ Annual environmental programs and inspections, as well as on-demand services at Civic Centres, Children Services, Public Health, Social Services, and other locations across the City.

Key Challenges & Priority Actions

State of Good Repair (SOGR) Backlog – Maintaining aging infrastructure continues to be a significant challenge.

- ✓ The 10-Year Capital Plan provides additional funding of $103.528 million to address critical SOGR projects over and above the debt funding envelope.
- ✓ Through the Facilities Transformation Project, continue to implement a standard and streamlined process to expedite building condition assessments in determining SOGR backlog.

Capacity and Readiness to Spend – The Program has been experiencing low readiness and/or capacity to spend in delivery of capital projects with an average spending rate at 50% over the past five years. The low spending rate is mainly attributable to large scale, multi-year capital projects. Excluding large major projects, the spending rate over this period is approx. 60%.

- ✓ Creation of a Project Management Office (PMO) within the Facilities Design Construction unit, responsible for setting standards and optimizing the use of capital funding to address the program needs.
- ✓ Implementation of effective capital project management tools such as Project Tracking Portal and Management Reporting Initiative to improve time and milestone monitoring, financial reporting and performance measures ($3.666 million).
- ✓ Continue alignment of cash flow funding with actual spending, progress and expected completion of projects. Following a detailed review, adjustments have been made to the timing of cash flow funding for SOGR and major capital projects by deferring cash flow funding of $122.777 million to future years in the 10-Year Capital Plan.

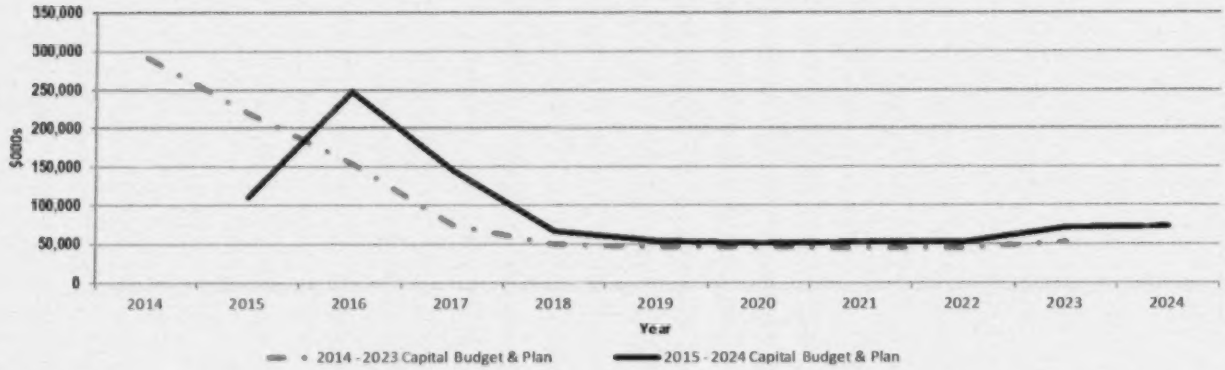
2015 Capital Budget Highlights

The 2015 Capital Budget for FM&RE of $248.297 million, including carry forward funding, will:

- Deliver Health & Safety and Legislated requirements such as barrier free access, environmental remediation, security program and emergency capital repairs ($11.549 million).
- Address State of Good Repair backlog ($59.466 million).
- Continue Service Improvement projects including delivery of major capital projects such as Union Station Revitalization, St. Lawrence Market North Redevelopment, Nathan Phillips Square Revitalization and Old City Hall ($160.615 million), and Growth related projects ($16.666 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	291,185	218,343	154,325	74,285	48,794	45,778	45,462	43,743	43,549	52,562		**1,018,026**
2015 - 2024 Capital Budget & Plan		110,115	247,061	144,870	65,608	53,701	50,843	52,749	52,315	71,239	72,282	**920,783**
Change %		**(49.6%)**	**60.1%**	**95.0%**	**34.5%**	**17.3%**	**11.8%**	**20.6%**	**20.1%**	**35.5%**		**(9.6%)**
Change $		**(108,228)**	**92,736**	**70,585**	**16,814**	**7,923**	**5,381**	**9,006**	**8,766**	**18,677**		**(97,243)**

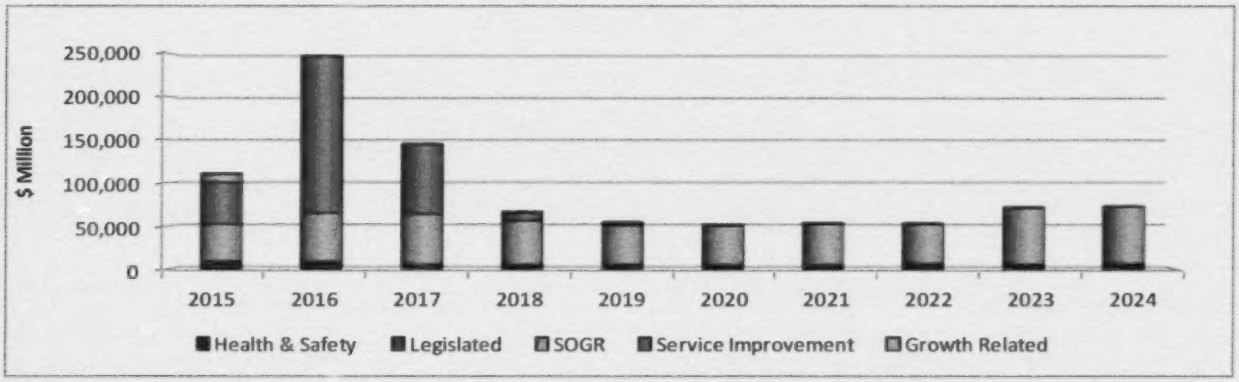
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Emergency Repairs		2,367	2,826	3,054	2,548	3,229	2,487	2,332	3,968	3,244	3,759	**29,814**	
Global Corp Security Program		1,150	1,050	850	850	850	850	850	850	850	850	**9,000**	
Replacement of Diesel with Natural Gas Generators		2,134	1,798									**3,932**	
Others			474									**474**	
Sub-Total		**5,651**	**6,148**	**3,904**	**3,398**	**4,079**	**3,337**	**3,182**	**4,818**	**4,094**	**4,609**	**43,220**	
Legislated													
Environmental Remediation		1,446	1,342	1,670	1,403	1,440	1,479	1,518	1,558	1,560	1,560	**14,976**	
Barrier Free / Equity		987										**987**	
Others		983	1,010									**1,993**	
Sub-Total		**3,416**	**2,352**	**1,670**	**1,403**	**1,440**	**1,479**	**1,518**	**1,558**	**1,560**	**1,560**	**17,956**	
State of Good Repair													
Re-Roofing		1,286	671	1,326	505	1,190	905	1,754	3,723	5,534	3,803	**20,697**	
Structural / Building Envelope		10,959	18,469	16,597	16,143	16,641	15,993	14,315	10,383	15,713	17,474	**152,687**	
Mechanical and Electrical		17,322	12,578	17,003	17,436	15,917	11,068	10,991	15,591	15,536	14,365	**147,807**	
Sitework		1,389	347	569	738	4,018	5,070	6,195	1,849	2,690	4,464	**27,329**	
Renovations		4,148	6,061	2,241	5,183	1,974	5,991	5,604	5,043	4,612	4,207	**45,064**	
Yards Consolidation Study						309	2,000	190				**2,499**	
Physical Security Capital Plan		700	750									**1,450**	
Environmental for Scarborough Civic Centre		120	123	127	130	133			350	2,500	2,500	**5,983**	
Old City Hall Revitalization	33,935	2,964										**2,964**	36,899
City Hall Council Chamber HVAC		225	1,785									**2,010**	2,010
City Hall Elevators 15, 16 & 17		374	1,885									**2,259**	2,259
Rehabilitation of Western Channel Dockwall		100	2,000	4,400								**6,500**	6,500
NYCC Window Glazing System & Roof Maintenance		450	3,737	3,736	3,736							**11,659**	11,659
NYCC Replacing Building Drainage Piping		300	1,500	1,500	1,500							**4,800**	4,800
703 Don Mills Road Communication Svcs Rooms Relocation		100	2,900	3,000								**6,000**	6,000
703 Don Mills Road Resiliency		100	664	4,023	4,016							**8,803**	8,803
Address SOGR Baddog - Fire Services		1,900	900	1,200								**4,000**	4,000
Address SOGR Baddog - General		500	2,000	2,000	2,000	5,000	5,000	9,000	9,000	19,000	19,300	**72,800**	72,800
Sub-Total	**33,935**	**42,937**	**56,370**	**57,722**	**51,387**	**45,182**	**46,027**	**48,049**	**45,939**	**65,585**	**66,113**	**525,311**	**155,730**
Service Improvements													
Union Station Revitalization	584,617	35,094	125,440	51,249								**211,783**	796,400
St. Lawrence Market North Redevelopment	15,245	7,267	46,831	22,115								**76,213**	91,458
CCOO Mgmt Reporting Initiative (BI)	941	89	905	210								**1,204**	2,145
Project Tracking Portal Implementation	807	740	265									**1,005**	1,812
Corporate Facilities Refurbishment Program		1,614	1,000	1,000	800							**4,414**	
CCTV Infrastructure Enhancement		1,251	1,000	1,000								**3,251**	
Toronto Strong Neighbourhoods Strategy		380	3,000	3,000	5,620							**12,000**	12,000
Emergency Generator for Fire Halls		500	3,000	3,000	3,000	3,000						**12,500**	12,500
Access Controls for Fire Services Locations			200									**200**	200
Others		1,176	550									**1,726**	
Sub-Total	**601,610**	**48,111**	**182,191**	**81,574**	**9,420**	**3,000**						**324,296**	**916,515**
Growth Related													
Strategic Property Acquisitions		10,000										**10,000**	10,000
Sub-Total		**10,000**										**10,000**	**10,000**
Total Expenditures by Category	**635,545**	**110,115**	**247,061**	**144,870**	**65,608**	**53,701**	**50,843**	**52,749**	**52,315**	**71,239**	**72,282**	**920,783**	**1,082,245**

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

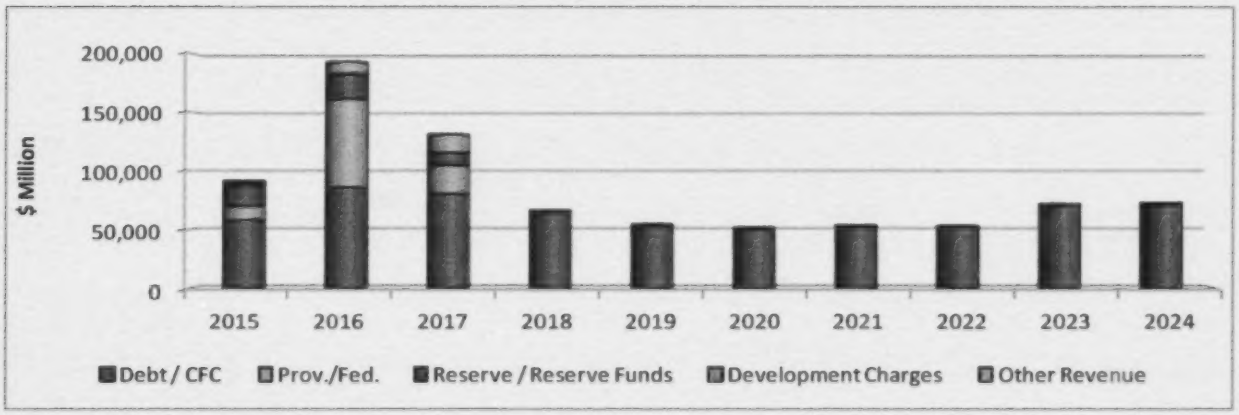


As illustrated in the chart above, the 10-Year Capital Plan for Facilities Management and Real Estate (FM&RE) of $920.783 million provides 57.1% funding for State of Good Repair (SOGR) projects as priorities and 35.2% for Service Improvement projects. Health & Safety and Legislative mandated projects represent 6.7% and Growth Related projects represent the remaining 1.0%, which provides funding for Strategic Property Acquisitions approved by City Council in 2014.

- High level of cash flow funding has been dedicated to Service Improvement projects in 2015, 2016 and 2017.
- All funding beyond 2018 will be dedicated to SOGR to ensure that City facilities are maintained technology is maintained in state of good repair so that users can enjoy safe and functional environments.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $920.783 million cash flow funding will be financed by the following sources:

- Debt accounts for $639.586 million or 69.5% of the financing over the 10-year period.
  - The debt funding is above the 10-year debt affordability guidelines of $514.556 million allocated to this Program by $125.030 million, dedicated to SOGR and Service Improvement projects:
    - New capital projects to address the critical State of Good Repair (SOGR) backlog ($103.528 million).
    - New projects to address strategic and operational needs such as building resiliency for City-owned building located at 703 Don Mills Road and installing emergency generators at all Fire Halls for Toronto Fire Services ($21.502 million).
- Federal/Provincial Grants fund $114.013 million or 12.4% of the 10-Year Capital Plan's projected expenditures.
  - The majority of the funding is for the *Union Station Revitalization* and *Northwest Path* capital projects ($106.144 million) which receive subsidies from other levels of government including Metrolinx and Transport Canada.
  - 50% of the SOGR cash flow funding dedicated to asset management for Toronto Paramedic Services will be funded by Provincial Grants ($4.869 million).
  - Funding for the *Western Channel Dockwall Rehabilitation* project is cost shared by all three orders of government to rehabilitate a portion of a dockwall which is adjacent to the Canada Malting lands along the north side of the Western Channel ($3.000 million).
    - City Council, at its meeting of May 6, 2014, requested the Government of Canada and the Province of Ontario contribute $1.500 million each towards the project based on the assumption of the cost sharing agreement and directed Facilities Management to establish a capital project for consideration as part of the 2015 Budget process. The total project cost is estimated to be $6.5 million.
    - Construction will only occur once all funds are received from the federal, province, and other partners. Should any funding become unavailable, the project scope and funding sources will be reassessed by City Council relative to other to other City-financed priorities and needs in a future budget process.
- Reserve and Reserve Funds constitute $50.770 million or 5.5% of required funding over 10 years for the following major projects:
  - The *Union Station Revitalization* project is funded partially from the Union Station Reserve Fund ($20.000 million) and Capital Financing Reserve ($2.245 million) as previously approved.
  - The *St. Lawrence Market North Redevelopment* is funded by the Capital Financing Reserve ($15.000 million) and the Provincial Offense Courts Stabilization Reserve ($3.525 million) as a contribution from Court Services towards the project for future court rooms to be built at St. Lawrence Market North building.
  - The City Council approved *Strategic Property Acquisitions* is funded from the Land Acquisition Reserve Fund ($10.000 million).
- Recoverable Debt, which provides $87.775 million or 9.5% of the 10-Year Capital Budget and Plan's funding, is dedicated primarily to the Union Station Revitalization project

($51.523 million), the St. Lawrence Market North Redevelopment ($31.353 million) and St. Lawrence Market South Study and Renovation ($4.900 million). This recoverable debt will be repaid through respective future stream of leasing revenues upon completion of the projects.

- Development Charges, which represent $1.935 million or 0.2% of the 10-Year Capital Budget and Plan's funding source, provide $1.535 million and $0.400 million from Section 37 and 45 respectively for the redevelopment of the St. Lawrence Market North.
- Other sources of funding, which account for $26.704 million or 2.9% will be utilized for the following redevelopment/revitalization projects:
  - The *St. Lawrence Market North Redevelopment* project will receive a total of $14.000 million from Toronto Parking Authority as a contribution towards the construction of three levels of parking below grade.
  - The *Union Station Revitalization* project will receive a contribution of $9.204 million from VIA Rail and other stakeholders.
  - The *Rehabilitation of Western Channel Dockwall* project will receive $3.000 million from the Toronto Port Lands Company (TPLC) and $0.500 million from the Toronto Port Authority, for a total of $3.500 million in subsidies. Staff have confirmed that TPLC is able to fund the City's contribution of $3.000 million to the rehabilitation project through special dividends to the City of Toronto.

Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
CCTV Infratructure Enhancement			30.0		15.0		15.0				60.0		60.0	
Global Corp Security Program			40.0								40.0		40.0	
Total (Net)			70.0		15.0		15.0				100.0		100.0	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.100 million net over the 2015 – 2024 period, as shown in the table above.

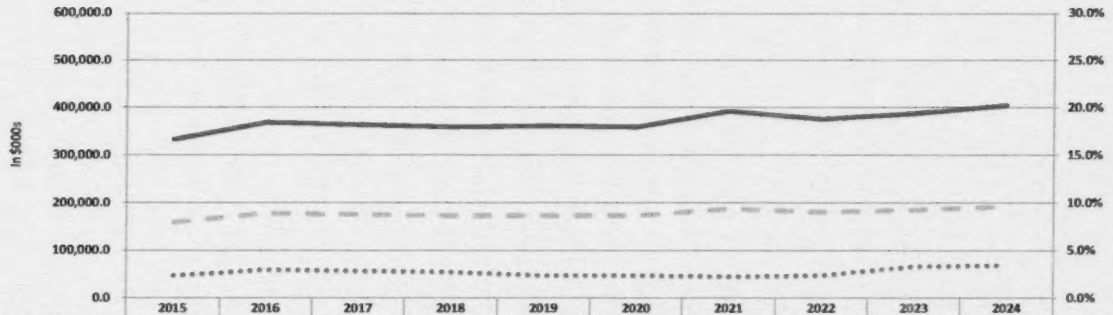
This is comprised of funding to sustain the following capital projects:

- CCTV Infrastructure Enhancement – Funding is required for ongoing sustainment for Closed Circuit Television (CCTV) systems related to new security enhancement implemented to bring security conditions in line with current and anticipated requirements and standards ($0.060 million net).
- Global Corporate Security Program – Funding is required for sustainment of enhancements of security and safety systems implemented through this program to meet the legislatively prescribed standards ($0.010 million net).

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Chart 4

SOGR Funding & Backlog (In $000s)

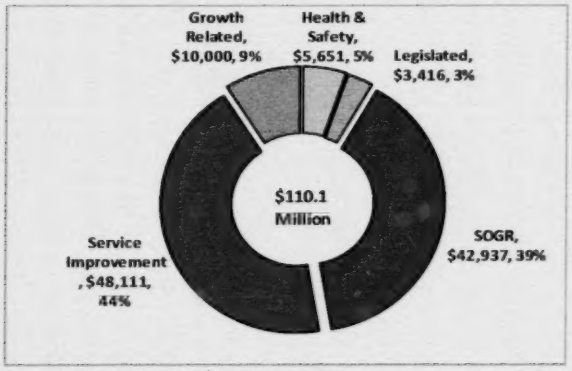


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding Including New Investments	45,566.6	57,341.0	55,626.6	52,396.2	44,892.7	44,755.8	44,448.3	46,506.6	65,430.6	66,951.4
Accumulated Backlog Est.	333,436.0	368,901.0	364,602.0	359,792.0	360,516.0	359,139.0	391,829.0	376,219.0	387,719.0	403,320.0
Backlog % of Asset Value	8.0%	8.8%	8.7%	8.6%	8.6%	8.6%	9.4%	9.0%	9.3%	9.6%

- Facilities Management is responsible for capital improvements and repairs at more than 400 facilities, covering over 9.6 million square feet with an approximate replacement value of $4.189 billion including Union Station.
- Maintaining a state of good repair for the building portfolio is a challenge to the City of Toronto with 20% of City owned buildings now over 50 years of age. In 10 years, 35% of the buildings will be over 50 years old.
- Due to limited resources, FM&RE currently invests in State of Good Repairs (SOGR) at a rate of approximately 1 percent of the replacement value compared to the industry standard of 2 to 4 percent.
- With estimates of SOGR backlog escalating, it is critical to ensure that limited resources are optimally allocated in a manner that maximizes the utility of the City's capital assets. FM&RE dedicates the finite debt funding envelope annually to address critical needs for these aging facilities and scheduled life cycle replacements of major components that are at the end of their service life.
- During the 2015 Budget process, Facilities Management has identified the following additional critical SOGR needs totalling $103.528 million included in the 2015 - 2024 Capital budget and Plan:
  - Council Chambers Heating, Ventilation, and Air Condition (HVAC)
  - City Hall Elevators 15, 16 and 17
  - North York Civic Centre Replacing Building Drainage Piping
  - North York Civic Centre Window Glazing System & Roof Maintenance
  - Relocation of Communication Rooms at 703 Don Mills Road
  - Critical SOGR for Fire Services
  - Placeholder for General Critical SOGR

- Due to the age of many of the City's buildings, the backlog will increase from $333.436 million or 8% of replacement asset value in 2015 to $403.320 million or 9.6% of replacement asset value by the end of 2024, as described in Chart 4 on the previous page.
- The new investments will significantly slow down the increasing backlog. Without the new funding of $103.528 million added to the 10-Year Capital Plan, the accumulated SOGR backlog would have been $506.848 million or 12.1% of total asset replacement value by the end of 2024.
- Through the Facilities Transformation Project (FTP), Facilities Management play a corporate stewardship role, responsible for setting standards and ensuring all City-owned facilities are maintained in a manner that meet operational needs and improve asset management on behalf of other City Programs.
- The accumulated SOGR backlog is determined based on the results of building condition assessments (BCA) which entails annual verification and full technical evaluation of each City building and all fixed components on a five-year cycle. The assessment is conducted by a qualified group of trained professional staff within Facilities Design & Construction unit as well as external consultants in the industry to assist in expediting the process to update BCAs for City owned buildings and perform analysis of the condition of a group of facilities that may vary in terms of age, design, construction and materials.
- Facilities Management has placed a greater emphasis on completing BCAs as part of its effort to improve asset lifecycle management and more accurately identify and represent critical SOGR needs in the portfolio. For instance, Facilities Management completed BCA for 85 buildings in the portfolio during 2014. The results from BCAs were used to determine the SOGR needs and accumulated SOGR backlog estimates. A funding strategy will be developed to address the unmet capital maintenance needs over the next 10 years in the annual budget process.
- Facilities Management will continue to analyze and assess facility needs and issues throughout 2015 in order to develop a concrete plan to deploy the new funding to optimize the utility of the City's capital assets.

2015 Capital Budget by Project Category (in $Millions)



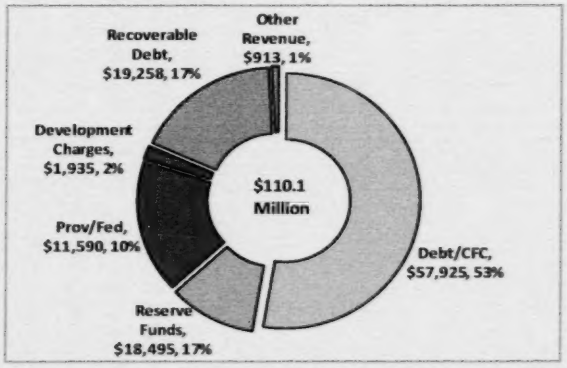
$110.115 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $110.115 million.

The 2015 Capital Budget expenditures are allocated into the following project categories:

- *Health & Safety ($5.561 million, 5%)*
  - Funding for emergency facility capital repairs and corporate security program.
- *Legislated ($3.416 million, 3%)*
  - Essential environment audits, remediation, and barrier free access.
- *SOGR ($42.937 million, 39%)*
  - Address the backlog of, and ensure facilities are maintained in a state of good repair through structural, mechanical and electrical repairs; re-roofing and renovations.
- *Service Improvement ($48.111 million, 44%)*
  - Implementation of large scale, multi-year major capital projects and the Toronto Strong Neighbourhoods Strategy.
- *Growth ($10.000 million, 9%)*
  - Funding for Strategic Property Acquisitions.

2015 Capital Budget by Funding Source (in $Millions)



$110.115 million

The 2015 Capital Budget is financed primarily by:

- *Debt ($57.925 million, 53%)*
  - Debt financing is $2.129 million above the debt target mainly due to new capital investments to address the SOGR backlog.
- *Recoverable Debt ($19.258 million, 17%)*
  - Debt repayment through future stream of leasing revenues generated from Union Station and St. Lawrence Market upon completion.
- *Reserve/Reserve Funds ($18.495 million, 17%)*
  - Funding for Union Station, St. Lawrence Market North and strategic property acquisitions.
- *Development Charges ($1.935 million, 2%)*
  - Section 37/45 funding secured for SLMN.
- *Provincial/Federal Grants ($11.590 million, 10%)*
  - Union Station Revitalization from Metrolinx and Transport Canada and various SOGR work cost shared with the Federal Government/Province.
- *Other Revenues ($0.913 million, 1%)*
  - VIA contributions towards Union Station Revitalization.

Financial Services

2015 – 2024 Capital Budget and Plan Overview

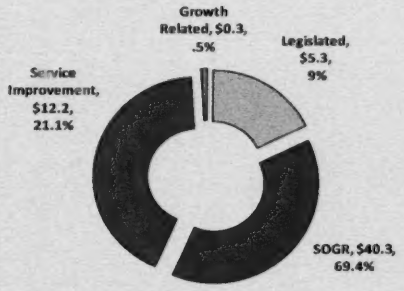
Financial Services' 2015-2024 Capital Plan will continue to leverage information technology and focus on system and business process improvements that result in better financial and management information for divisional and corporate decision making.

The 2015–2024 Capital Budget and Plan allocates state of good repair funding to sustain the financial and payroll systems and implement system upgrades to support automation of processes allowing for greater efficiencies.

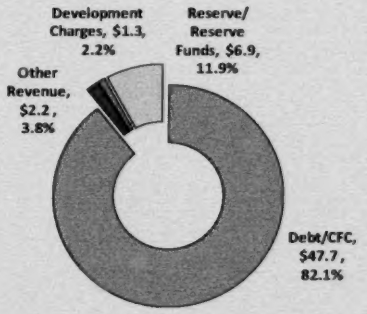
The 10-Year Capital Plan also allocates funding to service improvements for the implementation of multi-year, service-based and performance focussed resource planning, budgeting and reporting processes and information and technologies.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- *For the FPARS project:*
  - Completed the implementation of Public Budget Formulation (PBF) release 2 and 3 primary functionalities required for the 2015 Budget process.
  - Started recording financial, payroll and complement changes in Service view effective January 1, 2014
  - Created performance management process within PBF for target and actuals data input
  - Refined and developed budget, complement, payroll and financial/accounting reports for use in 2015 Budget Process using SAP Business Warehouse and Intelligence tool
  - Collected and uploaded 987 performance measures in the system, including performance profiles for 920 measures
  - Gathered information for over 1,425 service level and adjusted it to match performance language
  - Developed and implemented 41 reports.
- Completed the procedures and policies required for automating e-mail invoices, eliminating the need to open every e-mail and print, barcode and scan every invoice into SAP.
- In progress working on the business workflow documentation for e-Forms for tax and utility
- On-line self service portal for tax and utility certificates – Project Charter
- On-line utility look-up – refining access and supporting information to be displayed
- Call Centre IVR (Interactive Voice Response) – business case has been completed and currently in the process of getting approval and discussions are underway with Bell
- Completed business workflow documentation for the following initiatives:
  - On-line self service portal for tax and utility certificates
  - On-line tax and utility look-up
  - e-Forms for tax and utility
  - Call Centre Interactive Voice Response
  - MLTT PIN to assessment roll number matching
- Completed and submitted to Global Payments: Self Assessment Questionnaire – a fairly large document that details status of requirements for meeting PCI DSS (Payment Card Industry Data Security Standard).
- Completed draft policy document for bulk of non-compliance documentation for PCI Compliance.
- Submitted executive briefing detailing different strategies and awaiting direction to be able to better forecast budget and effort to deal with change in certification from PCI DSS 2.0 to PCI DSS 3.0.
- The Risk Management Information Upgrade project proceeded with STARS Enterprise Phase 1 going live on March 28th, 2014.
- Completed a draft statement of works awaiting finalization for the e-Procurement project.
- The Investment & Debt Management System Upgrade project completed quality assurance testing with Windows 7 regarding Weighted Duration and Term Compliance reports.
- Completed the Loans Module QA testing and is ready for Final Acceptance Testing to be scheduled along side of remaining modules.

Key Challenges & Priority Actions

Transforming business processes by modernizing and upgrading the City's resource allocation and business systems.

- ✓ The 2015-2024 Capital Plan includes funding for projects that will automate the way the City manages time and attendance for staff (*Payroll Time Sheets* - $6.418 million), procures goods and services (*Supply Chain Management Transformation Project* - $2.150 million) and pay invoices (*Accounts Payable Process Improvements* - $0.334 million, and supports the transformation of the City to a service-based, planning, priority setting and budgeting process to allocate the City's resources. (*Financial Planning, Analysis and Reporting System (FPARS)* - $7.125 million).

High demand for both IT & internal staff resources – Competing demands for limited resources combined with efforts to consolidate like initiatives across various divisions have impacted the ability to meet projected time lines in previous years.

- ✓ Financial Services is actively monitoring these issues and working closely with Corporate I&T to mitigate delays where possible. It is expected that, in 2015, the divisions will see a marked improvement in spending rates due to collaborative efforts and partnerships with key divisions.

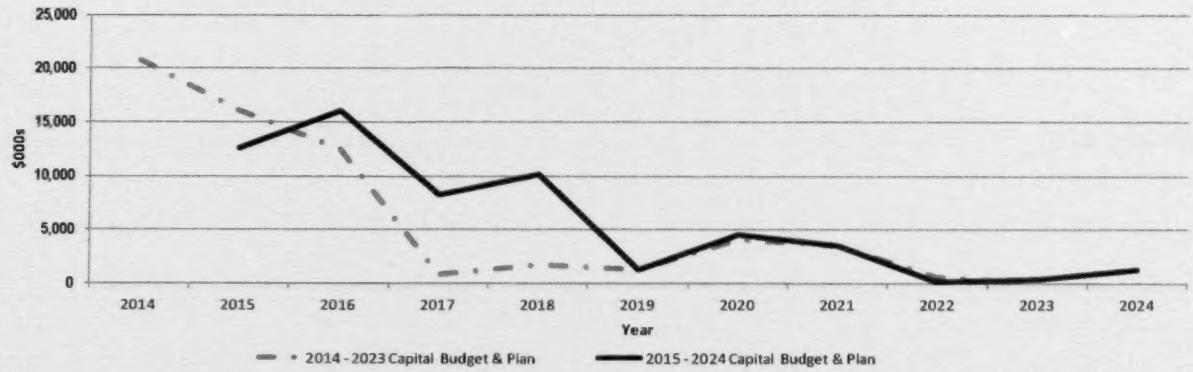
2015 Capital Budget Highlights

The 2015 Capital Budget for Financial Services of $21.039 million, including carry forward funding, will:

- Begin the *Supply Chain Management Transformation* project ($1.0 million) and upgrade the *Public Budget Formulation* SAP budget system to version 8.1 to provide additional automation capabilities ($2.639 million).
- Continue FPARS budgeting, planning, and reporting activities and begin requirements for the FPARS Enterprise Performance Management (EPM) functionality ($7.908 million), PCI Compliance ($2.233 million) and Payroll Timesheets Upgrade (CATS) project ($2.695 million).
- Complete the Workflow & Document Management Technology project that enhances and automates processes for procurement calls ($1.533 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	20,754	16,049	12,433	780	1,660	1,281	4,050	3,505	600	0		61,112
2015 - 2024 Capital Budget & Plan		12,553	16,101	8,262	10,095	1,281	4,550	3,505	125	375	1,200	58,047
Change %		(21.8%)	29.5%	959.2%	508.1%	0.0%	12.3%	0.0%	(79.2%)			(5.0%)
Change $		(3,496)	3,668	7,482	8,435	0	500	0	(475)	375		(3,065)

Table 1

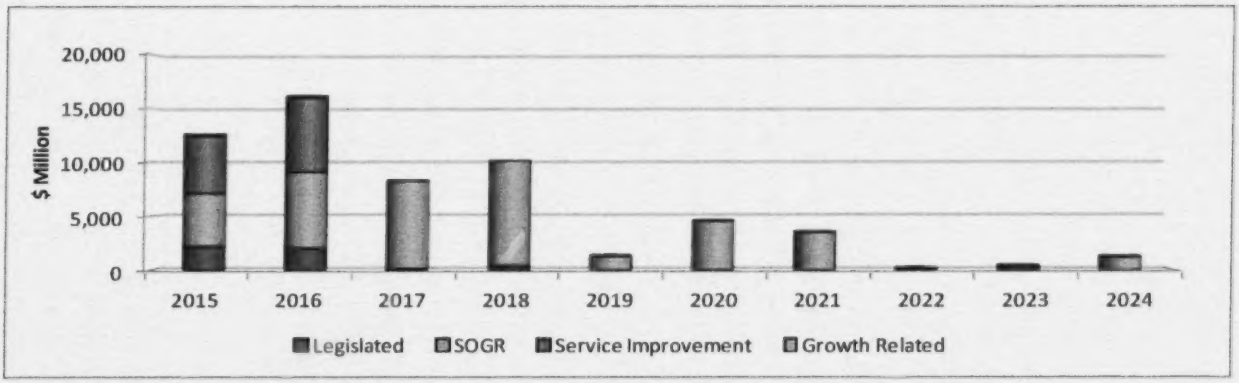
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
PCI Compliance	204	2,233	2,000									4,233	4,233
Development Charges Background Study	N/A			130	390				125	375		1,020	
Sub-Total		2,233	2,000	130	390				125	375		5,253	4,233
State of Good Repair													
Tax Billing System Upgrade	710		710	2,679	5,460						500	9,349	9,349
Integrated Asset Planning & Management	250	250	1,033	3,017								4,300	4,300
Capital Migration to New System	N/A						250	2,725				2,975	2,975
SAP- Supported Cross Application Timesheet (CATS)	1,231	1,924	4,494									6,418	6,418
Utility Billing System Upgrade	710		710	1,786	3,475						500	6,471	
SAP Upgrades (ECC, PBF, Payroll)	N/A					200	3,800					4,000	
Parking Tag Mgmt. Software Upgrade	N/A			650	770	956						2,376	
Investment & Debt Mgmt. System Upgrade	185	49					500					549	
Payment Processing Equipment Upgrade	N/A							780				780	
Risk Mgmt. Information System Upgrade	383		100			125					200	425	
Public Budget Formulation 8.1 upgrade	N/A	2,639										2,639	2,639
Sub-Total		4,862	7,047	8,132	9,705	1,281	4,550	3,505			1,200	40,282	25,681
Service Improvements													
Financial Planning Analysis & Reporting System	7,125	1,558	5,567									7,125	
Workflow & Document Mgmt. Technology	1,155	1,155										1,155	
eProcurement Implementation	893	529										529	
Revenue System - Phase II	221	405										405	405
Accounts Payable Process improvements	194	334										334	334
Electronic Self Service Tax & Utility	N/A	352	199									551	
Supply Chain Management Transformation	N/A	1,000	1,150									2,150	
Sub-Total	9,588	5,333	6,916									12,249	739
Growth Related													
Development Charges Studies	N/A	125										125	
Tax Increment Financing Implementation	N/A		138									138	
Sub-Total	-	125	138									263	-
Total Expenditures by Category	9,588	12,553	16,101	8,262	10,095	1,281	4,550	3,505	125	375	1,200	58,047	30,653

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

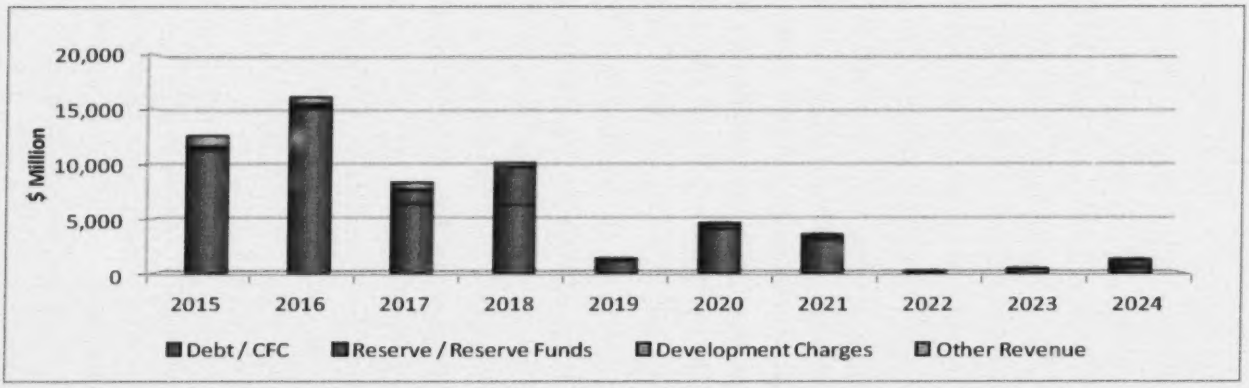


As illustrated in the chart above, the 10-Year Capital Plan for Financial Services of $58.047 million predominately provides funding for State of Good Repair projects, which represent 69.4% of total funding over the 10-year period.

- State of Good Repair projects are primarily required to revitalize current financial information systems, improve accuracy and timeliness of information, standardize reporting practices across the City and facilitate improved information distribution to Divisions, Committees and Council, using leading and best practices.
- Service Improvement projects that transform business processes, such as the *FPARS* and Supply *Chain Transformation Projects* represent 21.1% of the total project funding in the 10-Year Capital Plan.
- Legislated projects account for 9% of total funding with the *PCI Compliance* being the major project, directed at complying with on-going legislated and statute-based requirements to ensure the financial integrity of all processing of card transactions. The other project is the *Development Charges Background Study* that provides an update to the Development Charges By-Law.
- Growth Related project account for 0.5% of total funding for *Development Charges Studies* for the Port Lands; Scarborough Subway corridor and *Tax Increment Financing Implementation*.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $58.047 million will be financed by the following sources:

- Debt accounts for $47.670 million or 82.1% of the financing over the 10-year period.
  - Debt funding has been increased over the guideline due to the following critical investments:
    - ✓ $2.150 million for the Supply Chain Management Transformation project.
    - ✓ $2.639 million for the Public Budget Formulation 8.1 upgrade.

The Waste Management and the Insurance Reserve Funds and the Capital Financing Reserve constitute $6.891 million or 11.9% of required funding.

- Reserve-funded projects include a portion of the Utility Billing System Upgrade ($5.344 million), Investment and Debt Management System Upgrade ($0.549 million) and Risk Management Information System Replacement ($0.425 million).

- Development Charges represent $1.283 million or 2.2% of funding for the 10-Year Capital Plan.
  - Development Charge funding of $1.145 million for periodic updates to the Development Charges By-Law Studies and $0.138 million for Tax Increment Financing Implementation.

- Other sources of revenue represent 3.8% or $2.203 million of total capital financing.
  - Funding is primarily from Rate Supported Programs for the Utility Billing System, Electronic Self Serve Tax and Utility project, Revenue System Phase II and the Workflow and Document Management Technology projects.

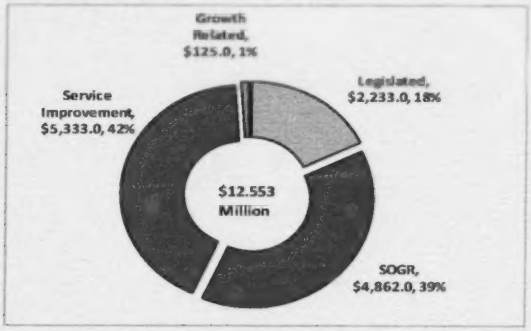
Table 2
Net Operating Impact Summary (In $000s)

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Workflow & Document Mgmt. Technology			85.0								85.0		85.0	
eProcurement Implementation			30.0								30.0		30.0	
Total (Net)			115.0								115.0		115.0	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.115 million net over the 10-year time frame.

- The Workflow & Document Management Technology project for the Revenue Services Division will require funds for maintenance & support resulting in $0.085 million in 2016; and
- The E-Procurement Implementation will require $0.030 million for hardware and software maintenance and support in 2016.

2015 Capital Budget by Project Category (in $Millions)

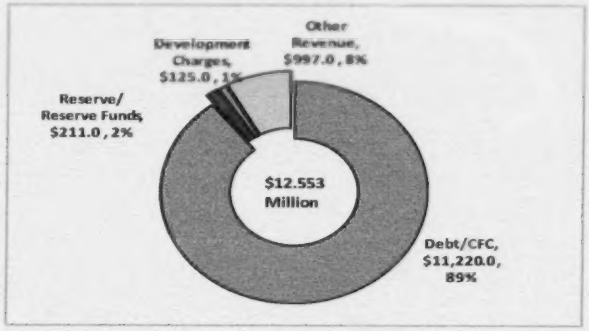


The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $12.553 million.

The 2015 Capital Budget expenditures are allocated to the following project categories:

- *Service Improvement ($5.333 million, 42.5%)*
  - Projects include the planning phase of Enterprise Performance Management (EPM) functionality of the *FPARS* project ($1.554 million), completion of the *Workflow & Document Management Technology* project ($1.155 million) and planning and scoping for the *Supply Chain Management Transformation* project ($1.0 million).
- *State of Good Repair ($4.862 million, 38.7%)*
  - Upgrades to the current SAP time management function in the *Payroll Timesheets* project ($1.924 million), and to the *Public Budget Formulation* module to version 8.1 ($2.639 million).
- *Legislated ($2.233 million, 17.8%)*
  - Funding for the *PCI Compliance Upgrade* project to comply with legislated standards.
- *Growth ($0.125 million, 1%)*
  - Funding for *DC studies* for the Port Lands and Scarborough Subway projects.

2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget is financed primarily by:

- *Debt ($11.220 million, 89.3%)*
  - $11.220 million of debt financing is $2.918 million below the debt guideline of $14.138 million set for this Program in 2015.
  - Cash flows for the *FPARS and Payroll Timesheets Upgrade (CATS)* projects have been aligned with actual spending and project times.
- *Other Revenue ($0.997 million, 8%)*
  - Other sources of funding include revenues from Rate Supported Programs - *Workflow and Document Management Technology* project, *Revenue Services Phase II* project and the *Electronic Self Serve Tax & Utility* project.
- *Reserve/Reserve Funds ($0.211 million, 1.7%)*
  - Funding of $0.124 million for the *Workflow and Document Management Technology* project, $0.049 million for the *Investment Debt Management System* and $0.038 million for *Electronic Self Serve Tax & Utility* project.
- *Development Charges ($0.125 million, 1%)*

Funding allocated for *DC studies* of the Port Lands and Scarborough Subway.

Fleet Services

2015 Operating Budget Highlights

The total cost to deliver this service in 2015 is $50.697 million gross and ($1.700) million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change $	Change %
Gross Expenditures	47,788.9	50,696.6	2,907.7	6.1%
Gross Revenues	47,788.9	52,396.6	4,607.7	9.6%
Net Expenditures		**(1,700.0)**		

The 2015 Operating Budget of $52.397 million gross is $4.608 million or 9.6% over the 2014 Approved Budget of $47.789 million gross, mainly attributable to an increase in maintenance for heavy haulage vehicles due to utilization rates and an aging fleet.

2015 Operating Budget Overview

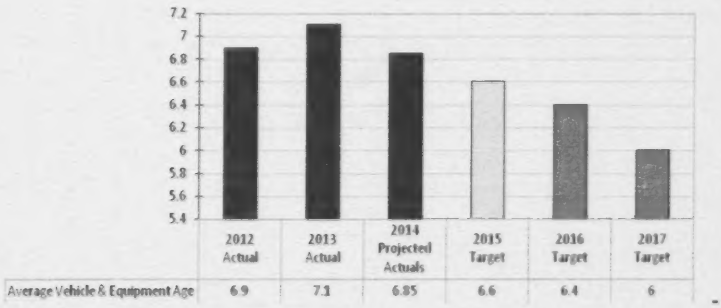
Fleet Services provides responsive and efficient fleet management services to City Programs and Agencies to maximize safety and environmental sustainability and minimize lifecycle costs.

Fast Facts

- Manage 5,200 vehicles and pieces of equipment for City of Toronto Divisions and Agencies.
- Distribute 14.6 million litres of fuel to City Divisions and Agencies.
- Dispense fuel to the City's vehicles throughout 36 fuel sites across the City.
- Provided safety training testing and certification to approximately 10,000 City employees who are required to operate City vehicles and equipment.

Trends:

Average Vehicle/Equipment Age



- The average Vehicle/Equipment age is increasing slightly due to the deferral of vehicles replacements.
- Has maintained a satisfactory Ontario Commercial Vehicle Operators Registration (CVOR) safety rating.
- The average age of vehicle and equipment over the last 3 years was 6.9 years old which is projected to decrease in 2015 to 6.6 years.

2014 Key Service Accomplishments

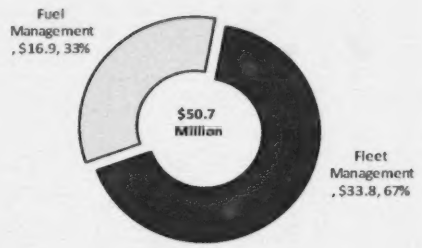
- ✓ Improved service delivery through refining garage operations and increasing hours of service to better address client requirements. Fleet Services now has six maintenance garages that provide service 7 days a week.
- ✓ Decommission and dispose of 309 assets including equipment, equating to a recovery of $635,000 in auction proceeds. The sale proceeds from the end of life assets are returned to the respective vehicle and equipment replacement reserves to fund the future replacement of new units.
- ✓ Completed the upgrade of three and closure of two fuel sites to reduce environmental risks and improve operational efficiencies. The upgraded sites have aboveground fuel storage tanks that reduce the risk of soil contamination, while the new technology implemented as part of the upgrade allows for secure, real-time, fuel and data management.
- ✓ Maintained a satisfactory Provincial Commercial Vehicle Operators Registration (CVOR) safety rating (MTO Satisfactory Rating).
- ✓ Fleet Services provided training and compliance management to approximately 10,000 vehicle and equipment operators to ensure compliance with Federal & Provincial Legislation as well as City policies and guidelines.
- ✓ Received Council adoption of the 2014-2018 City of Toronto Consolidated Green Fleet Plan. The Objectives of the Plan include 1) Achieving ISO Certification in the area of Environmental Management (ISO 14000) and Quality Management (ISO 9000) for Fleet Services 2) Developing a selection criteria for alternative fuels 3) Establishing and leading a City-wide Green Fleet Team and 4) Continuing to fund the incremental costs associated with new green technologies.
- ✓ Managed the provision and distribution of 14.6 million liters of fuel to our clients, which is a 9.8% increase over the 2014-targeted service level. This increase is a result of continued and successful efforts to streamline processes and implement shared services with Fire Services and Solid Waste Management, through the closure of underutilized, end of life fuel sites. This reduces overall costs and environmental risks for the City.
- ✓ Continued to implement the Fuel Hedging Program as a strategy to mitigate the impacts of fluctuating fuel market prices and to reduce fuel costs. The Program enables the City to hedge its fuel from a roster of pre-qualified parties, thereby providing the ability to obtain competitive price quotes on an ongoing basis.

Our Service Deliverables for 2015

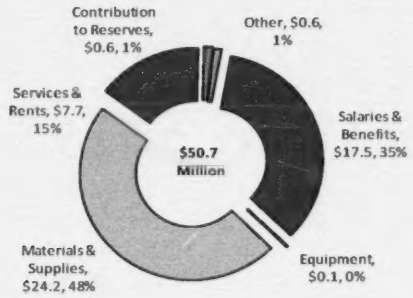
- The 2015 Operating Budget of $50.697 million gross and ($1.700) million net provides funding to:
- Provide a full-range of fleet management services for City of Toronto Divisions and other City funded organizations.
- Direct the lifecycle management of the City's fleet including the acquisition, maintenance and disposal of vehicles and equipment based on lifecycle and operational analysis.
- Ensure compliance with Provincial legislation and City policies and guidelines.
- Provide safety training, testing and certification to approximately 10,000 City employees who are required to operate City vehicles and equipment.
- Oversee and direct the City's fuel management operations, including, safety and compliance management, staff training and the associated management of fueling stations.
- Work closely with client Divisions to optimize fleet size through ensuring that all vehicles are required and fully utilized.
- Finalize the City's 2014-2017 Green Fleet Plan to provide leadership in reducing environmental impact of fleet operation.

Where the money goes:

2015 Budget by Service
$50.7 Million

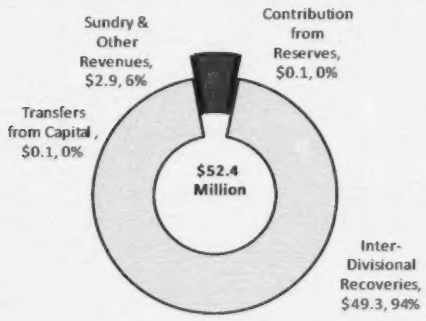


2015 Budget by Expenditure Category


Contribution to Reserves, $0.6, 1%
Other, $0.6, 1%
Services & Rents, $7.7, 15%
$50.7 Million
Salaries & Benefits, $17.5, 35%
Materials & Supplies, $24.2, 48%
Equipment, $0.1, 0%

Where the money comes from:

2015 Budget by Funding Source


Sundry & Other Revenues, $2.9, 6%
Contribution from Reserves, $0.1, 0%
Transfers from Capital, $0.1, 0%
$52.4 Million
Inter-Divisional Recoveries, $49.3, 94%

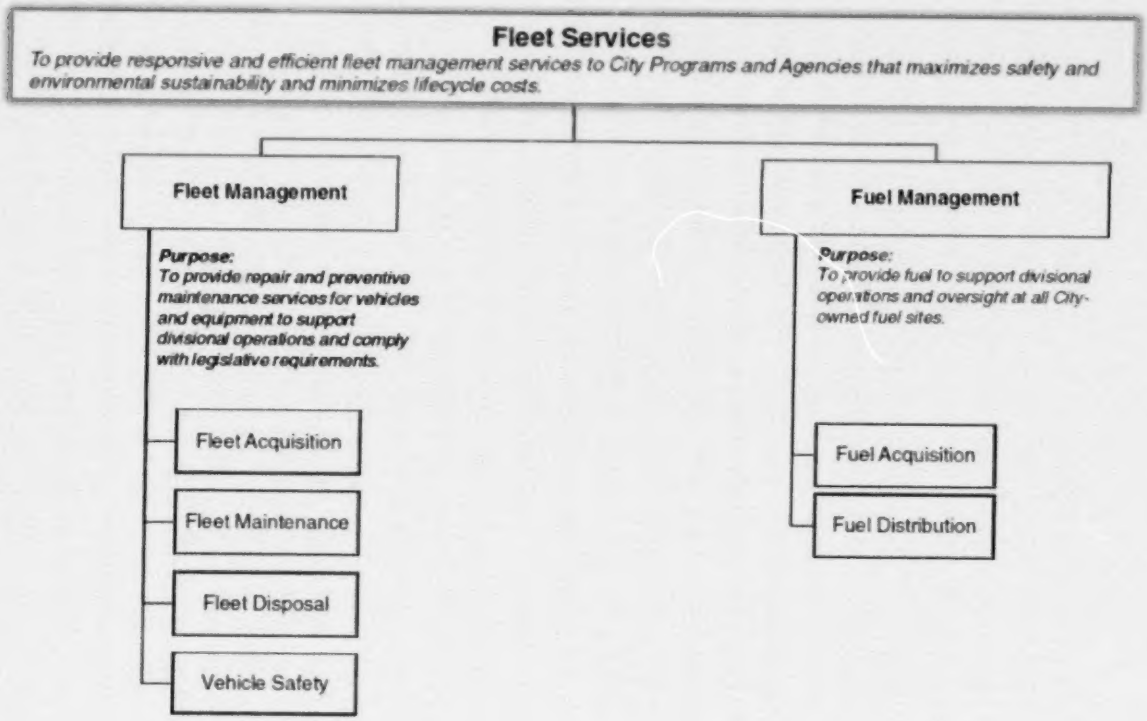
Our Key Challenges & Priority Actions

- Containing escalating maintenance costs for heavy haulage vehicles.
  - ➢ Fleet Services in conjunction with Financial Planning is developing and implementing a 3 point action plan in order to establish a multi-year funding plan that will eliminate the backlog of vehicle replacements and fund each Program or Agency's optimal vehicle replacement requirements, which will reduce maintenance costs.
  - ➢ Fleet Services continue to provide leadership and educate Divisions / Agencies on proper use and maintenance of vehicles in order to maximize useful life, minimize operating costs and maintain safety standards.
- Minimize down time of vehicles while in service.
  - ➢ Strategic distribution of repairs and maintenance between garages.
  - ➢ Maintain non-scheduled repairs at 40% of the total vehicle repairs in order to reduce unscheduled downtime.

2015 Operating Budget Highlights

- The 2015 Operating Budget adds funding of $3.401 million gross for critical repairs and maintenance of vehicles to ensure the City maintains the provision of uninterrupted services.
- Funding for a temporary Green Fleet Coordinator to support the implementation of the City of Toronto Consolidated Green Fleet Plan 2014-2018 adopted by City Council in April 2014, to emit less greenhouse gas (GHG) emissions and reduce air pollution.

Program Map


Fleet Services
To provide responsive and efficient fleet management services to City Programs and Agencies that maximizes safety and environmental sustainability and minimizes lifecycle costs.
Fleet Management
Purpose:
To provide repair and preventive maintenance services for vehicles and equipment to support divisional operations and comply with legislative requirements.
Fleet Acquisition
Fleet Maintenance
Fleet Disposal
Vehicle Safety
Fuel Management
Purpose:
To provide fuel to support divisional operations and oversight at all City-owned fuel sites.
Fuel Acquisition
Fuel Distribution

Service Customer

Fleet Management

- City Divisions
- Exclusions:
  - Fire
  - EMS
  - Police
  - TTC

Fuel Management

- City Divisions
- Exclusions:
  - TTC
  - Police

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget			2015 Budget vs. 2014		Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Fleet Management											
Gross Expenditures	30,248.8	36,913.5	33,742.5	108.9	33,851.4	3,602.6	11.9%	(53.4)	(0.2%)	1.2	0.0%
Revenue	30,815.1	35,436.6	34,239.2	108.9	34,348.1	3,533.0	11.5%	60.0	0.2%	0.1	0.0%
Net Expenditures	(566.3)	1,476.9	(496.7)		(496.7)	69.7	(12.3%)	(113.4)	22.8%	1.1	(0.2%)
Fuel Management											
Gross Expenditures	17,540.1	16,065.0	16,833.1	12.1	16,845.2	(694 9)	(4.0%)	0.6	0.0%	1.7	0.0%
Revenue	16,973.8	18,900.1	18,036.4	12.1	18,048.5	1,074.7	6.3%			0.2	0.0%
Net Expenditures	566.3	(2,835.1)	(1,203.3)		(1,203.3)	(1,769.7)	(312.5%)	0.6	(0.0%)	1.5	(0.1%)
Total											
Gross Expenditures	47,788.9	52,978.5	50,575.6	121.0	50,696.6	2,907.7	6.1%	(52.8)	(0.0)	2.9	0.0%
Revenue	47,788.9	54,336.7	52,275.6	121.0	52,396.6	4,607.7	9.6%	60.0		0.3	0.0%
Total Net Expenditures		(1,358.2)	(1,700.0)		(1,700.0)	(1,700.0)		(112.8)		2.6	(0.2%)
Approved Positions	174.0	158.0	175.0	1.0	176.0	2.0	1.1%				

The 2015 Operating Budget for Fleet Services is $50.697 million gross and ($1.700) million net. The Net budget decreased by $1.700 million due to the following:

- The two services in Fleet Services are experiencing base budget pressures due primarily to inflationary cost increases in salary and benefits totaling $0.367 million and general inflationary increase of $0.272 million net in other non-salary accounts.
- In order for the City to maintain services, an additional $3,285.2 million gross is required in 2015 to fund the increase in demand for maintenance on vehicles and equipment to keep them in safe and operating condition. The increase is due mainly to high utilization and deferral of replacements of heavy haulage vehicles.
- An increase in demand for fuel due to closures and consolidation of fuel sites has resulted in an increase of $1.058 million gross, as Fire Services and Solid Waste Management Services will be dispensing fuel from fuel sites managed by Fleet Services.
- The 2015 Operating Budget includes funding of $0.121 million gross and $0 net for a new temporary position of a Green Fleet Coordinator. The position will support the implementation of the City of Toronto Consolidated Green Fleet Plan 2014-2018, an initiative designed to facilitate the City to emit fewer greenhouse gas (GHG) emissions and reduce air pollution, adopted by City Council in April 2014.
- The 2016 and 2017 plans are attributable to progression pay increases. No cost of living allowance is included in 2016 due to 2016 being the year in which the next cycle of collective bargaining begins.

Table 2
2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced				Total Service Changes			Incremental Change			
	Fleet Management		Fuel Management		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
Green Fleet Coordinator	108.9	108.9	12.1	12.1	121.0	121.0	1.0				
Sub-Total	108.9	108.9	12.1	12.1	121.0	121.0	1.0				
New Service Priorities											
(a) New Services											
(b) New Fees											
Sub-Total											
Total	108.9	108.9	12.1	12.1	121.0	121.0	1.0				

Enhanced Service Priorities ($0.121 million gross & $0 million net)

On June 10, 11, 12 and 13, 2014, City Council adopted the Consolidated Green Fleet Plan 2014-2018, which identified the need for one additional temporary Green Fleet Coordinator position at a cost of $0.121 million, zero net to be funded by the Corporate Vehicle Reserve effective in 2015 for three years. This position will coordinate the implementation of the Consolidated Green Fleet Plan, including consultation with other City organization fleets and track the progress made in achieving the established targets for reducing greenhouse gas emissions (GHG) and fuel consumption.

Table 3
2016 and 2017 Plan by Program

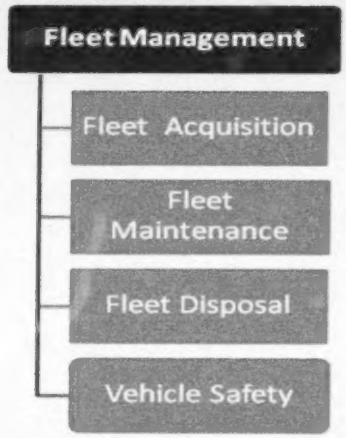
Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
COLA and Fringe Benefits	22.9		22.9							
Progression Pay & Step Increases	81.3		81.3			0.1		0.1		
Annualization										
Operating Impacts of Capital										
Operating Expenses (specify)										
Revenue										
Other (specify)										
Sub-Total	104.2		104.2			0.1		0.1		
Anticipated Impacts:										
Other										
Sub-Total										
Total Incremental Impact	104.2		104.2			0.1		0.1		

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay increases of $0.081 million and $0.043 million in 2016 and 2017 respectively.
- Inflationary increases of $0.023 million in 2016 for fringe benefit allowances.
- 2016 and 2017 Outlook does not include corresponding increases in IDR's from Client Divisions.
- Note: There is no COLA since it is a collective bargaining year.

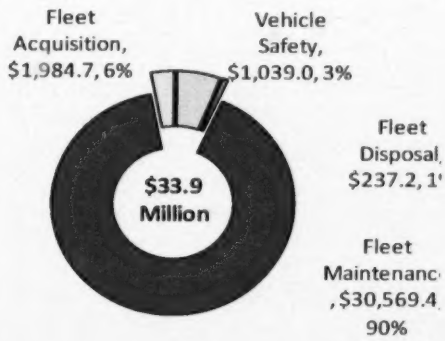
Fleet Management



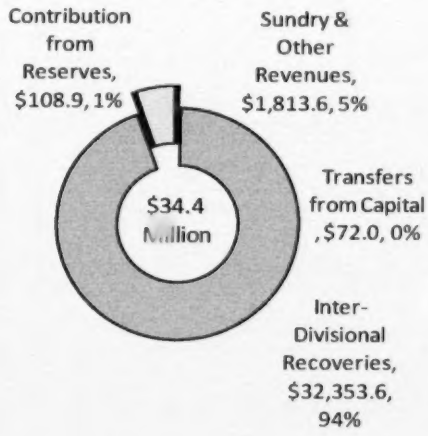
What We Do

- Provide repair and preventive maintenance services for vehicles and equipment to support divisional operations and comply with legislative requirements.

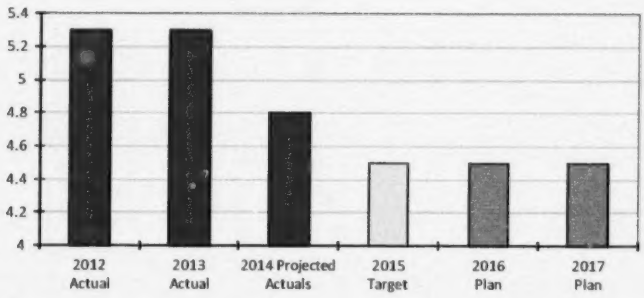
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)


Contribution from Reserves, $108.9, 1%
Sundry & Other Revenues, $1,813.6, 5%
Transfers from Capital , $72.0, 0%
Inter-Divisional Recoveries, $32,353.6, 94%
$34.4 Million

The Average Age of Light Duty Vehicles



- The average age of light duty vehicles are an important indicator of the usage and maintenance costs associated with the vehicles. The 2015 target is 4.5 years which ensures safety and escalating costs for repairs and maintenance costs.
- The average fleet age of light duty vehicles for the City is decreasing from 5.3 years in 2013 to 4.5 years in 2016 due to the plan to replace older light duty vehicles on a timely basis.

2015 Service Levels

Fleet Management

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	2015
Fleet Acquisition	Light Vehicles (<4500kg)	Approved	Avg light Duty Vehicle Age of 4.8 years			Avg light Duty Vehicle Age of 4.5 years
	Medium Duty Vehicles (4500 kg - 9000 kg)	Approved	Avg Medium Duty Vehicle Age of 6.0 years			Avg Medium Duty Vehicle Age of 5.7 years
	Heavy Duty Vehicles (>9000kg)	Approved	Avg Heavy Duty Vehicle Age of 6.15 years			Avg Heavy Duty Vehicle Age of 6.0 years
	Off-Road Equipment	Approved	Avg Off-Road Equipment Age of 7.1 years			Avg Off-Road Equipment Age of 7.0 years
Fleet Maintenance		Approved	58% scheduled / 42% unscheduled hours			60% scheduled / 40% unscheduled hours
Fleet Disposal	Light Vehicles (<4500kg)	Approved	42 days			42 days
	Medium Duty Vehicles (4500 kg - 9000 kg)	Approved	42 days			42 days
	Heavy Duty Vehicles (>9000kg)	Approved	42 days			42 days
	Off-Road Equipment	Approved	42 days			42 days
Vehicle Safety	Vehicle Certification (CVOR Safety Rating)	Approved	55%			52%
	Driver / Operator Training	Approved	100% of all drivers / operators are Certified / Trained			100% of all drivers / operators are Certified / Trained

The 2015 Service Levels are consistent with the approved 2014 Service Levels. The 2015 average life span for Light and Medium Duty Vehicles has decreased by 0.3 years.

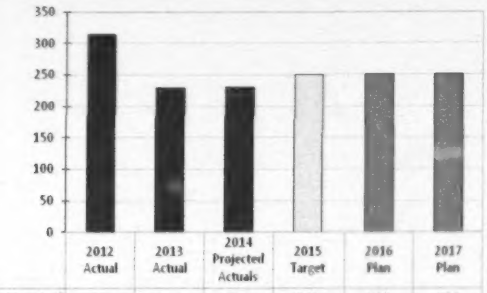
Fleet management is responsible for the acquisition and disposal of vehicles and equipment based on lifecycle replacements, the maintenance services of approximately 5,200 vehicles and equipment, training and licensing drivers and operators of City vehicles and equipment to ensure compliance with safety standards, and managing fuel site operations.

The Fleet Management area is currently working on co-ordinating fleet activities in order to achieve service efficiencies by updating the Fleet management systems and revising standards required for vehicles, life cycles, garages, specifications and maintenance parts.

Service Performance

Fleet Acquisition

Number of Vehicles & Equipment Acquired

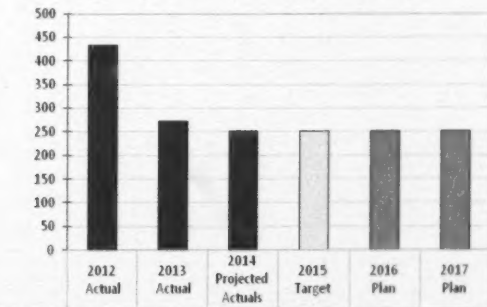


	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Vehicles & Equipment Acquired	314	229	230	250	250	250

- The number of vehicles acquired affects the timely replacement of vehicles in order to minimize operating costs.
- The number of vehicles and equipment acquired on an annual basis reflects the new additions to the fleet which includes 314 in 2012 and a decrease of 85 resulting in 229 in 2013. It is projected that a combined total 230 vehicles and equipment will be purchased in 2014 and an average of 250 units in years 2015 through 2017.

Fleet Disposal

Number of Vehicles & Equipment Disposed

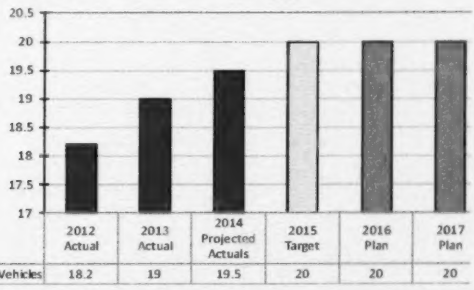


	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Vehicles & Equipment Disposed	433	271	250	250	250	250

- Other than years 2012 (433 units) and 2013 (271 units) the equivalent number of vehicles and equipment are projected to be acquired and disposed of an annual basis. The timely replacement including disposition of inefficient units will have an overall positive impact on maintenance costs.

Fleet Acquisition

The Percentage of Green Vehicles



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Percentage of Green Vehicles	18.2	19	19.5	20	20	20

- The percentage of the vehicle inventory that is Green include alternative fuel vehicles such as Natural Gas, Gas-Electric Hybrids and all electric vehicles. Fleet Services continues to purchase environmentally sustainable vehicles to reduce fuel use and costs, emissions of greenhouse gases and smog-causing air pollutants. The percentage of Green vehicles has continually increased from 18.2% in 2012 to 20% in 2015.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fleet Acquisition	1,855.5	1,894.1	78.5	1,972.6	117.2	6.3%	12.1	**1,984.7**	129.3	7.0%				
Fleet Maintenance	26,989.5	30,676.3	(182.6)	30,493.7	3,504.2	13.0%	96.8	**30,590.5**	3,601.0	13.3%	(53.4)	-0.2%	4.0	0.0%
Fleet Disposal	150.5	153.5	83.7	237.2	86.7	57.6%		**237.2**	86.7	57.6%				
Vehicle Safety	1,253.3	1,150.6	(111.6)	1,039.0	(214.3)	(17.1%)		**1,039.0**	(214.3)	(17.1%)				
Total Gross Exp.	30,248.8	33,874.5	(132.0)	33,742.5	3,493.8	11.6%	108.9	**33,851.4**	3,602.7	11.9%	(53.4)	-0.2%	4.0	0.0%
REVENUE														
Fleet Acquisition	1,475.5	1,405.4		1,405.4	(70.0)	(4.7%)	12.1	**1,417.5**	(57.9)	(3.9%)				
Fleet Maintenance	27,811.7	31,305.8		31,305.8	3,494.1	12.6%	96.8	**31,402.6**	3,590.9	12.9%	60.0	0.2%	0.1	0.0%
Fleet Disposal	275.8	275.8		275.8				**275.8**						
Vehicle Safety	1,252.1	1,252.2		1,252.2	0.1	0.0%		**1,252.2**	0.1	0.0%				
Total Revenues	30,815.1	34,239.2		34,239.2	3,424.2	11.1%	108.9	**34,348.1**	3,533.1	11.5%	60.0	0.2%	0.1	0.0%
NET EXP.														
Fleet Acquisition	380.0	488.7	78.5	567.2	187.2	49.3%		**567.2**	187.2	49.3%				
Fleet Maintenance	(822.2)	(629.5)	(182.6)	(812.1)	10.1	(1.2%)		**(812.1)**	10.1	(1.2%)	(113.4)	14.0%	3.9	(0.4%)
Fleet Disposal	(125.3)	(122.3)	83.7	(38.6)	86.7	(69.2%)		**(38.6)**	86.7	(69.2%)				
Vehicle Safety	1.2	(101.6)	(111.6)	(213.2)	(214.4)	(17866.7%)		**(213.2)**	(214.4)	(17866.7%)				
Total Net Exp.	(566.3)	(364.7)	(132.0)	(496.7)	69.6	(12.3%)		**(496.7)**	69.6	(12.3%)	(113.4)	22.8%	3.9	(0.6%)
Approved Positions	170.0	170.0	1.0	171.0	1.0	0.6%	1.0	**172.0**	2.0	1.2%				

The 2015 Operating Budget for Fleet Management of $33.851 million gross and $0.497 million net which is $0.070 million less than the 2014 Approved Net Budget.

- The Fleet Management Service provides repair and preventive maintenance services for vehicles and equipment to support divisional operations and comply with legislative requirements.

The key cost drivers for Fleet Management are as follows:

Economic Factors

- Inflationary increases of $0.212 million for vehicle parts, tools and maintenance contracts.
- Progression pay increases for non-union staff of $0.078 million.
- Negotiated annual increase in salaries and benefits of 2.75% totaling $0.291 million for union staff within Fleet Management.

Other Base Changes

- An increase of $0.075 million to reflect increase in the employee training and tools budget.
- An increase of $3.285 million as a result of increase in demand for maintenance and parts.
- Contribution to the Vehicle and Equipment reserve increasing by $0.040 million.
- A decrease of $0.016 million in order to maintain the current gapping level of 3.5%.

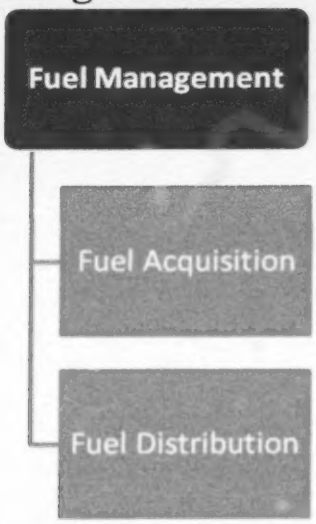
Revenue Changes

- An increase in interdivisional recoveries to reflect the increase in fleet maintenance due to volume and inflation resulting in an additional $3.545 million in net revenues.

In order to offset divisional pressures, the 2015 service changes for Fleet Management consists service efficiency savings of $0.132 million as detailed below:

- Salaries and benefit adjustments from organizational changes resulting in an additional position and savings of $0.132 million.

Fuel Management

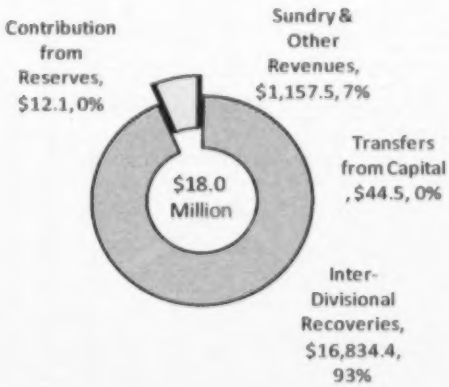


What We Do

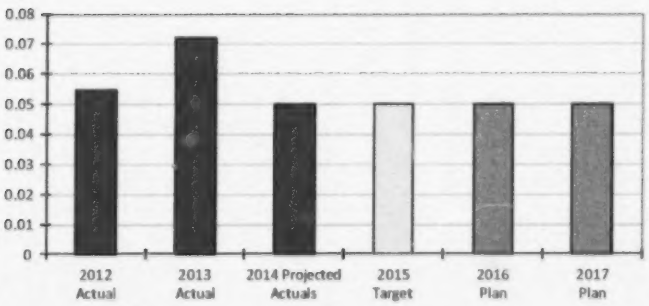
- Provide fuel to support divisional operations and oversight at all City-owned fuel sites.

2015 Service Budget by Activity ($000s)

Service by Funding Source ($000s)


Contribution from Reserves, $12.1, 0%
Sundry & Other Revenues, $1,157.5, 7%
Transfers from Capital, $44.5, 0%
$18.0 Million
Inter-Divisional Recoveries, $16,834.4, 93%

Discount Over Market Price for Gasoline Fuel



- Discount over market price for gasoline fuel for 2015 to 2017 is forecast at 5% to reflect actual experience in the market place given the amount of fuel purchased by the City.

2015 Service Levels

Fleet Management

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	2015
Fuel Acquisition	Gasoline contract	Approved	5.0% below market prices			5.0% below market prices
	Diesel contract	Approved	8.0% below market prices			8.0% below market prices
Fuel Distribution	Gasoline	Approved	3.9 million litres dispensed per year meeting 100% of demand			3.8 million litres dispensed per year meeting 100% of demand
	Diesel	Approved	10.7 million litres dispensed per year meeting 100% of demand			10.6 million litres dispensed per year meeting 100% of demand

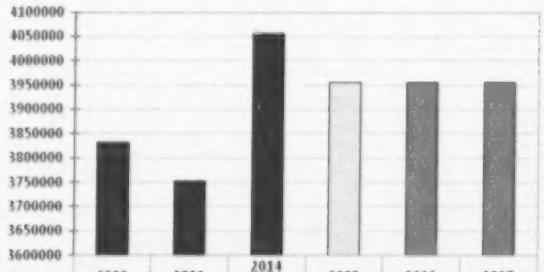
The 2015 Service Levels are consistent with the approved 2014 Service Levels

Fleet Services continues to strategically utilize the Fuel Hedging program. This strategy minimizes the impacts of fluctuating market fuel prices on the City's fuel expenditures.

Service Performance

Fuel Acquisition

Amount of Gasoline Fuel Acquired

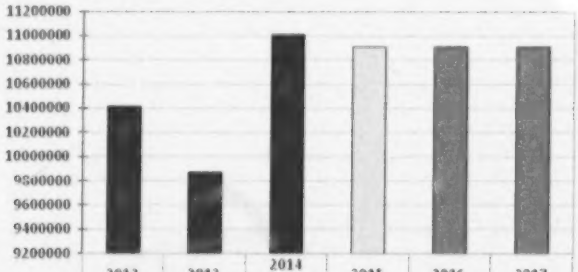


	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Amount of Gasoline Fuel Acquired	3,830,950	3,752,070	4,055,100	3,955,100	3,955,100	3,955,100

- An average of 3.8 million litres of gasoline was acquired in 2012 and 2013 and an average 4.0 million litres of gasoline is projected to be acquired in years 2014 through to 2017.

Fuel Acquisition

Amount of Diesel Fuel Acquired



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
Amount of Diesel Fuel Acquired	10,415,552	9,867,401	11,010,200	10,912,200	10,912,200	10,912,200

- An average of 10.1 million litres of diesel fuel was acquired in 2012 and 2013 and an average 10.9 million litres of diesel fuel is projected to be acquired in years 2014 through to 2017.
- Fleet Services continues the Fuel Hedging program to minimize the impacts of fluctuating market fuel prices.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fuel Acquisition	16,820.4	15,982.6		15,982.6	(837.8)	(5.0%)		**15,982.6**	(837.8)	(5.0%)	0.6	0.0%	1.7	0.0%
Fuel Distribution	719.7	876.1	(25.6)	850.5	130.8	18.2%	12.1	**862.6**	142.9	19.9%				
Total Gross Exp.	17,540.1	16,858.7	(25.6)	16,833.1	(707.1)	(4.0%)	12.1	**16,845.2**	(695.0)	(4.0%)	0.6	0.0%	1.7	0.0%
REVENUE														
Fuel Acquisition	16,973.8	18,036.4		18,036.4	1,062.6	6.3%	12.1	**18,048.5**	1,074.7	6.3%			0.2	0.0%
Fuel Distribution														
Total Revenues	16,973.8	18,036.4		18,036.4	1,062.6	6.3%	12.1	**18,048.5**	1,074.7	6.3%			0.2	0.0%
NET EXP.														
Fuel Acquisition	(153.4)	(2,053.8)		(2,053.8)	(1,900.4)	1239.2%	(12.1)	**(2,065.9)**	(1,912.5)	1247.1%	0.6	0.0%	1.5	(0.1%)
Fuel Distribution	719.7	876.1	(25.6)	850.5	130.8	18.2%	12.1	**862.6**	142.9	19.9%				
Total Net Exp.	566.3	(1,177.7)	(25.6)	(1,203.3)	(1,769.7)	(312.5%)		**(1,203.3)**	(1,769.7)	(312.5%)	0.6	0.0%	1.5	(0.1%)
Approved	4.0	4.0		4.0				**4.0**						

The 2015 Operating Budget for Fuel Management of $16.845million gross and ($1.203) million net is $1.770 million under the 2014 Approved Net Budget.

- The Fuel Management Services provide fuel to support divisional operations and oversight at all City-owned fuel sites.

Key cost drivers for Fuel Management are as follows:

Economic Factors

- Progression pay increases for non-union staff of $0.002 million.
- Annual increases of $0.006 million for union staff.

Other Base Changes

- An increase of $1.058 million as a result of increase in demand for fuel due to addition of Fire Services and Solid Waste Management Services as clients dispensing fuel from fuel site operated by Fleet Services and increase in volumes for client divisions/agencies.

Revenue Changes

- Increase in revenue from client divisions due to the increase in volume of fuel consumption of $1.057million.
- In order to offset divisional pressures, the 2015 service changes for Fuel Management consists service efficiency savings of $0.026 million as detailed below:
- Salaries and benefit adjustments from organizational changes resulting in savings of $0.026 million

Fleet Services

2015 – 2024 Capital Budget and Plan Overview

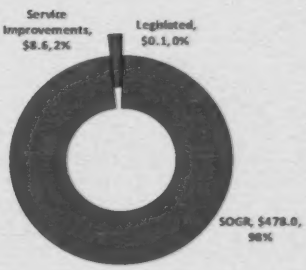
Fleet Services provides an inclusive range of services from acquisition to maintenance and disposal, for a diverse fleet of over 5,200 vehicles and equipment. Fleet Services also oversees 36 City-owned fuel sites, trains City vehicle and equipment operators and manages and monitors the 10,000 associated operator permits to ensure safe vehicle and equipment operation.

The 10-Year Capital Plan $487.728 million provides funding for the replacement of vehicles and equipment, utilized by City Programs and Agencies, excluding the Toronto Police Service Board and the Toronto Transit Commission. Fire Services, Emergency Medical Service and Toronto Zoo are included in the Capital Plan but these Programs and Agencies manage their own fleet replacements. The Capital Plan also includes funding for the Green Fleet Plan Project, Fuel Site closures and the Fuel Management System project.

The 10-Year Capital Plan is fully funded from the Vehicle and Equipment Replacement Reserves in which annual contributions are made by the respective Programs/Agencies through their Operating Budgets.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)

2014 Key Service Accomplishments

- ✓ Continued to co-ordinate with client Divisions and Purchasing & Materials Management Division to expedite vehicle procurement to reduce overall costs to the City.
- ✓ Upgraded/Replaced 325 vehicles.
- ✓ Completed 2 additional fuel sites and upgraded 4 existing sites with fuel systems that provided real time fuel data, odometer readings and increased control.
- ✓ Completed the upgrade of two fuel sites with above ground fuel storage tanks, minimizing the risk of soil contamination.
- ✓ Installed Vehicle Identification Boxes (VIB's) on 211 existing vehicles and pre-installed VIB's on all new vehicles purchased in 2014
- ✓ Centralized vehicle procurement for Exhibition Place
- ✓ Increased spending rate from 33.7% in 2012 and 54.9% in 2013 to a projected 77.1% in 2014

Key Challenges & Priority Actions

- Ensuring the City's fleet is safe and reliable and the City's Vehicle and Equipment Replacement Reserve is adequate for the timely replacements of vehicles. It is anticipated the reserve will be in a deficit position of $0.698 million by 2019.
  - ✓ Fleet Services in conjunction with Financial Planning is developing and implementing a 3 point action plan in order to attain a multi-year plan that will eliminate the backlog of vehicle replacements and fund each program's optimal vehicle replacement requirements.

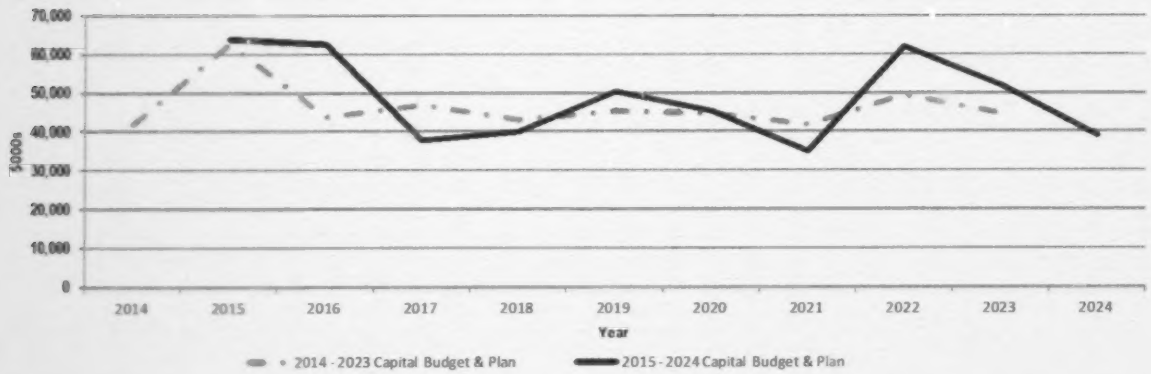
2015 Capital Budget Highlights

The 2015 Capital Budget for Fleet Services of $70.762 million, including carry forward funding, will:

- Continue legislated projects, such as the Green Fleet Plan, an initiative dedicated to lowering emissions and taking advantage of innovative green technologies ($0.379million);
- Maintain the City's fleet in state of good repair through the replacement of vehicles ($45.056 million), which includes, but not limited to, the following programs: Solid Waste Management ($22.272 million), Fire Services ($13.194 million), Transportation Services ($6.690 million) and Toronto Water ($4.711 million).
- Eliminate Fire Services' replacement backlog of fire trucks by 2019, as they will be taking delivery of 21 fire trucks in 2015 and 28 in 2016.
- Continue Service Improvement projects, including Fleet Management System and Fuel Integration project ($0.669 million); and City Fuel Sites Closures and upgrades ($4.371 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	41,816	62,422	43,794	46,939	43,036	45,176	44,682	41,925	49,353	44,733		463,876
2015 - 2024 Capital Budget & Plan		63,858	62,619	37,780	40,031	50,420	45,356	34,802	61,798	52,050	39,014	487,728
Change %		2.3%	43.0%	-19.5%	-7.0%	11.6%	1.5%	-17.0%	25.2%	16.4%		5.1%
Change $		1,436	18,825	-9,159	-3,005	5,244	674	-7,123	12,445	7,317	39,014	23,852

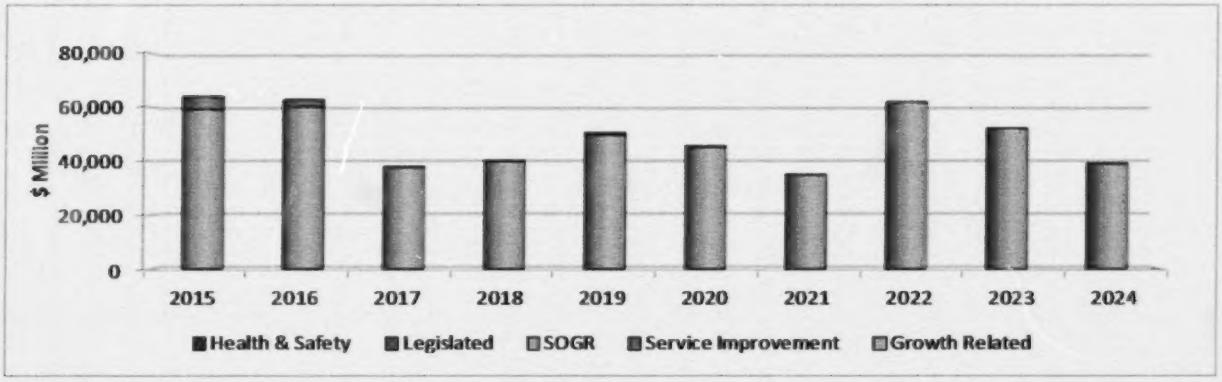
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Green Fleet Plan	1,029	129	100	100	100	100	100	100	100	100	100	**1,029**	1,029
Sub-Total	**1,029**	**129**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**1,029**	**1,029**
State of Good Repair													
Public Health - Fleet Replacement	548	25	72			26	200	80	35	50	60	**548**	548
Library - Fleet Replacement	4,300	989	390	153	687	197	530	105	555	201	493	**4,300**	4,300
Parks Forestry & Recreation - Fleet Replacement	74,523	7,124	10,669	6,021	6,322	7,387	7,750	7,750	7,750	7,750	6,000	**74,523**	74,523
Purchasing - Fleet Replacement	286		26	145			35			50	30	**286**	286
Municipal Licensing & Standards - Fleet Replacement	5,170	792	584	368	631	505	257	418	183	716	716	**5,170**	5,170
Solid Waste - Fleet Replacement	133,411	22,208	19,743	5,391	9,180	14,829	9,237	6,636	16,966	20,159	9,062	**133,411**	133,411
Engineering & Construction Services - Fleet Replacement	2,628	258	266	273	281	288	305	305	335	285	32	**2,628**	2,628
Transportation - Fleet Replacement	44,700	6,600	6,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	**44,700**	44,700
EMS - Fleet Replacement	49,159	3,727	4,099	4,191	4,409	4,460	4,584	4,726	6,240	6,225	6,498	**49,159**	49,159
Fire - Fleet Replacement	87,802	11,151	7,840	7,203	7,203	7,203	9,679	4,763	18,354	7,203	7,203	**87,802**	87,802
Zoo - Fleet Replacement	3,500	350	350	350	350	350	350	350	350	350	350	**3,500**	3,500
Exhibition Place - Fleet Replacement	4,081	527	371	383	394	406	400	400	400	400	400	**4,081**	4,081
Fleet Replacement - Insurance Contigency	1,550	200	150	150	150	150	150	150	150	150	150	**1,550**	1,550
Arena Boards - Replacement of Ice Resurfacers	1,161		105	108	110	112	115	236	120	125	130	**1,161**	1,161
Fleet Services - Fleet Replacement	2,004	100	236	236	236	236	240	240	240	240		**2,004**	2,004
Facilities Mgmt & Real Estate - Fleet Replacement	4,845	297	1,394	153	728	130	417	643	436	497	150	**4,845**	4,845
Clerks - Fleet Replacement	315	82	125	53		25					30	**315**	315
Toronto Water - Fleet Replacement	52,568	3,928	5,706	7,290	4,371	8,600	6,670	3,745	5,409	3,599	3,250	**52,568**	52,568
EDCT - Fleet Replacement	314	40	32		45	36	36	75		50		**314**	314
Toronto Building - Fleet Replacement	515	32	112	57	89		45	35	45		100	**515**	515
PPF&A - Fleet Replacement	187		32			34	36	40	45			**187**	187
Shelter, Support & Housing Admin - Fleet Replacement	342	70	72					45	80		75	**342**	342
Human Resources - Fleet Replacement	45								45			**45**	45
Information Technology - Fleet Replacement	176		25			116			-		35	**176**	176
Toronto Community Housing Corporation - Fleet Replacement	3,950	510	720	1,055	645	530	120	60	60	-	250	**3,950**	3,950
Sub-Total	**478,080**	**59,010**	**60,019**	**37,480**	**39,731**	**49,520**	**45,056**	**34,702**	**61,698**	**51,950**	**38,914**	**478,080**	**478,080**
Service Improvements													
Fuel Site Closures, uprgrade & Replacement	6,200	4,200	1,200	200	200	200	200					**6,200**	6,200
Maintenance System Upgrade	600					600						**600**	600
Fleet Mt System & Fuel System Integration	1,819	519	1,300									**1,819**	1,819
Sub-Total	**8,619**	**4,719**	**2,500**	**200**	**200**	**800**	**200**					**8,619**	**8,619**
Total Expenditures by Category	**487,728**	**63,858**	**62,619**	**37,780**	**40,031**	**50,420**	**45,356**	**34,802**	**61,798**	**52,050**	**39,014**	**487,728**	**487,728**

Chart 2

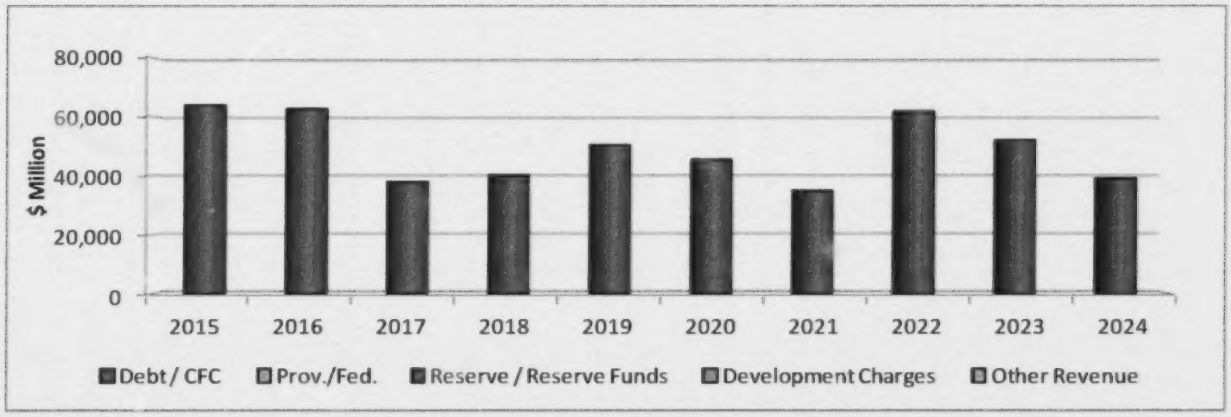
2015 – 2024 Capital Plan by Project Category (In $000s)



The 10-Year Capital Plan for Fleet Services of $487.728 million provides funding for Legislated projects of $1.029 million; State of Good Repair (SOGR) projects of $478.080 million and Service Improvement projects of $8.619 million.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The The 10-Year Capital Plan of $487.728 million will be financed from the Vehicle and Equipment Reserves established for each City Program and Agency.

- The Reserves are financed annually by the Programs' budgeted contributions from their Operating Budgets. Vehicle and Equipment Replacement Reserves are established in accordance with the Municipal Code, Chapter 227, Article II, with the intent to promote efficiencies and to provide budget stabilization by moderating large fluctuations in annual replacement of vehicles and equipment.

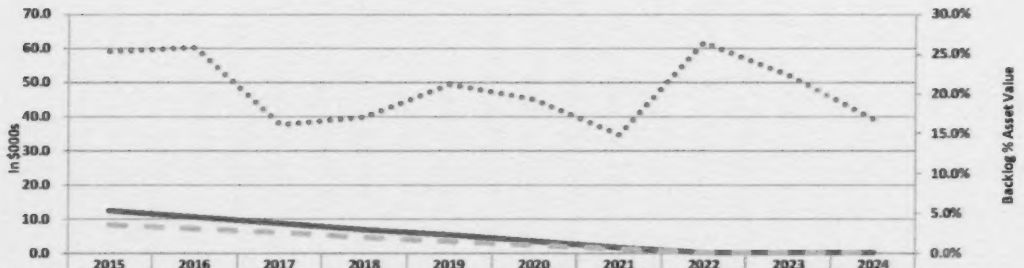
- In 2005, City Council directed all Programs, commencing in 2006, to commit to the policy of contributing to the Vehicle and Equipment Replacement Reserve for all new purchases. Fleet Services was to establish the reserve contribution amount based on the following formula:

  [Future replacement cost] less [End of life salvage value] = Annual Reserve Contribution

  Projected useful life (years)

- The amount of the contribution for replacing vehicles acquired in 2005 and prior matches the cost of the replacement, which is referred to a "pay as you go" basis.
- For vehicles acquired in 2006 and beyond, a monthly chargeback is billed to each City Program or Agency as their contribution to the Vehicle and Equipment Replacement Reserves based on the estimated useful life of their respective vehicles, end of life salvage value and future replacement costs.

Chart 4
SOGR Funding & Backlog (In $000s)

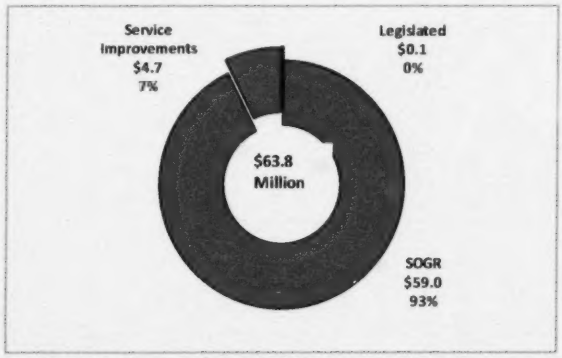


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	59.0	60.0	37.5	39.7	49.5	45.1	34.7	61.7	52.0	38.9
Accumulated Backlog Est.	12.2	10.5	8.7	7.0	5.2	3.5	1.7	0.0	0.0	0.0
Backlog % of Asset Value	3.6%	3.1%	2.5%	2.0%	1.5%	1.0%	0.5%	0.0%	0.0%	0.0%

The 10-Year Capital Plan dedicates $478.080 million to SOGR spending.

- The backlog at the end of 2014 is estimated to be $16.103 million. The 10-Year Capital Plan dedicates $16.103 million to SOGR backlog spending, and will reduce the backlog by $3.868 million in 2015, $1.750 million in each of years 2016 through to 2021 and $1.735 million in 2022.
- The current SOGR backlog of $16.103 million or 3.6% of asset replacement value will decrease to $1.7 million or 0.5% of the asset replacement value by the end of 2021. At current rates of spending, it is anticipated that the estimated current vehicle replacement backlog will be eliminated by 2022.
- The SOGR funding and the accumulated backlog estimates to year end fluctuate because vehicle replacements are determined on an estimated average useful life of 8 years.
- The 10-Year Capital Plan provides an average of $2.013 million of funding annually to reduce the backlog. The State of Good Repair Backlog for Fleet Services is defined as the total value of vehicles which have not been replaced at the end of their useful life.

2015 Capital Budget by Project Category (in $Millions)



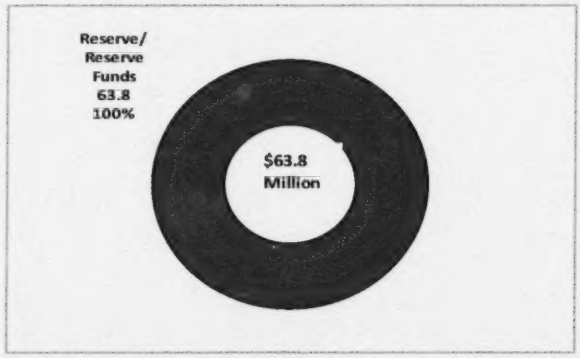
$63.8 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $63.858 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Legislated (*$0.129 million, 0.2% *)*
  - Required funding for the Green Fleet Plan Project to replace the City's vehicles with "Green Vehicles" (e.g. electric, hybrid), where operationally possible.
- *State of Good Repair (SOGR) (*$59.010 million, 92.4%*)*
  - In 2015, State of good Repair projects included in the budget ensure that Program and Agency vehicles / fleet are replaced at the end of their useful life.
- *Service Improvements (*$4.719 million, 7.4%*)*
  - The 2015 Capital Budget includes the Fuel Sites Closure projects and the Fleet Management System Integration with the Fuel Management System.

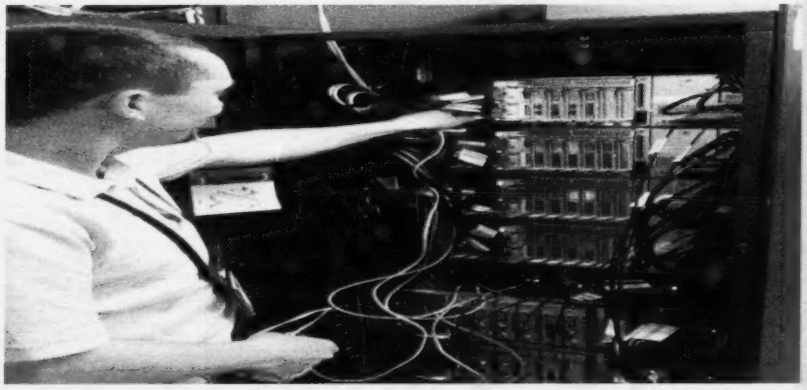
2015 Capital Budget by Funding Source (in $Millions)



$63.8 million

The 2015 Capital Budget is financed entirely by:

- *Reserve and Reserve Funds ($63.858 million, 100%)*
  - The 2015 Capital Budget is fully funded from the Vehicles and Equipment Replacement Reserves which is financed annually by contributions by Programs or Agencies through their Operating Budgets



Information & Technology

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $70.745 million as shown below.

(In $000s)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	110,433.4	119,987.3	9,553.9	8.7%
Gross Revenue	41,894.2	49,242.3	7,348.1	0.2
Net Expenditures	68,539.2	70,745.0	2,205.8	3.2%

For 2015, Information & Technology identified a net pressure of $4.451 million due to inflationary increases and operational requirements necessary to create additional IT capacity. Through efficiency savings from strategies such as the telecom optimization initiative and base revenue changes, the Program was able to partially reduce these pressures by $2.246 million.

2015 Operating Budget Overview

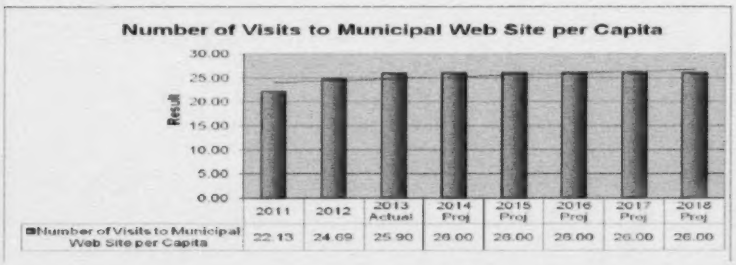
The Information & Technology Division provides leadership for the planning, development and management of the City's Information Technology (IT) systems. The Information & Technology Division partners with all City divisions to deliver business IT solutions for City programs and services and manages the overall investment in IT, optimizing and ensuring alignment with City business objectives. This includes delivery of over 800 enterprise and division business applications, providing client support to City employees, and maintaining the IT infrastructure necessary to deliver services in an efficient and effective manner.

Fast Facts

- Receives more than 168,000 service desk calls per year for more than 23,000 City employees
- Supports more than 21,000 desktops & notebook computers and 3,500 multi function devices
- Maintains 24,000 phones and 14,000 wireless devices
- Manages network telecommunications for 650 City facilities
- Service 3 data centres with more than 1,200 servers, 24/7 year round.

Trends:

Key Performance Measure-Visits to the City's Municipal Web Site per Capita



- The number of visits to the City's Municipal Website per Capita in 2014 has increased by 17.5% from 2011
- An increase in the number of visits to the City of Toronto Web Site over the next five years can be attributed to the ongoing availability of online functionality for new applications and enhanced transactional capabilities.

2014 Key Service Accomplishments

- ✓ Strengthened 2014 Municipal Election systems support for a successful election process.
- ✓ City Website enhancements to improve online public access and navigation to City information and services, including mobility access.
- ✓ Facilitated the renewal of 70,000+ clients into the City`s Welcome Policy program
- ✓ Supported the City's quarterly recreation program registration, meeting increased online registrations to 30,000+ within the first hour.
- ✓ Launched the first phase of the City's Civic Engagement website to support the public so they are better informed, involved and engaged.
- ✓ Launched Toronto Cycling Open Data in a private partnership to provide the public with an innovative way to record and plan cycling routes and send the data back to the City for planning a new cycling network plan.
- ✓ Released a new version of the City's Festival & Events calendar.
- ✓ Enabled support for recreation business operations at Toronto Pan-Am Aquatic Sports Centre.
- ✓ Implemented Online Self-Serve Electronic Receipting in Recreation Program system saving the City an estimated $0.200 million annually.
- ✓ Provided detail mapping coverage for Eglinton Cross-town transportation corridor and for PanAM Games.
- ✓ Completed the conversion of over 75% of the City's traditional (Centrex) lines to VoIP, realizing savings of $4 million in telecom costs through the Unified Communications project.
- ✓ Commenced deployment of the new managed print services contract.
- ✓ Refreshed IT equipment across the City as part of life cycle management completing 4,000 desktops/notebooks/tablets, 300 servers, 400 printers, 550 monitors, 300 network devices, 100 % completion of Windows 7 upgrade and Mobile Device Management.
- ✓ Implemented automated self-service option for the I&T Service Desk.
- ✓ Established the City's IT Strategy setting IT investment direction in alignment to corporate strategic actions; includes refining eCity business priorities and the development of an IT Portfolio Integrated Plan for the next 5+ years.
- ✓ Completed an IT Customer Satisfaction Survey with an overall satisfaction rating of 82%.
- ✓ Implemented a renewed IT Governance model simplifying processes and streamlining decision-making for IT strategy and investment oversight as well as program and project execution.
- ✓ Initiated the IT Infrastructure Shared Services Review (scope to include City Divisions and Agencies).
- ✓ Completed an IT strategy for Unified Communications and Collaboration, setting direction for capabilities and business functionality planned to improve collaboration tools available for City Programs and staff.
- ✓ Responded to approximately 168,000 IT client support requests.
- ✓ Provided 300 instructor-led training sessions to over 2100 attendees.

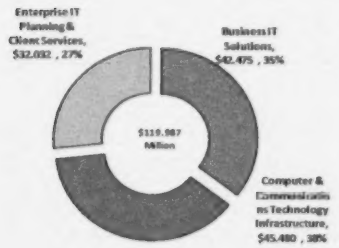
Our Service Deliverables for 2015

Information & Technology provides effective shared services that deliver innovative IT business solutions and a secure, reliable and dependable IT infrastructure in support of City Programs and Services and ultimately, the public. The 2015 Operating budget will enable the Program to:

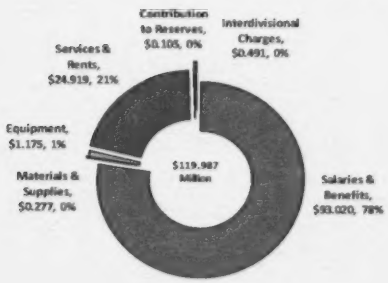
- Enhance service deliveries in partnership with City Divisions through the delivery of application development, enhancement, maintenance and support for over 800 enterprise and division business applications:
  - Deliver High Quality, Innovative IT Solutions that Meet Business Needs
  - Design and Build an IT Foundation Accessible to all Services
  - Drive Program Outcomes and City Priorities through IT Investment
  - Mature Planning, Portfolio Management, Architecture and IT Governance
- Deliver effective Client Support for over 23,000 City employees through City IT Service Desk, and desk side technical and business application support:
  - Transform Client Service Delivery.
  - Manage over 500 Client Relationship Management engagements with divisions to plan for IT needs and innovative opportunities to leverage IT for business.
- Focus on IT Workforce, Capacity and Capability, Retention and Career Planning.
- Maintain and Improve State of Good Repair for IT Products and Services

Where the money goes:

2015 Budget by Service
$119.987 Million

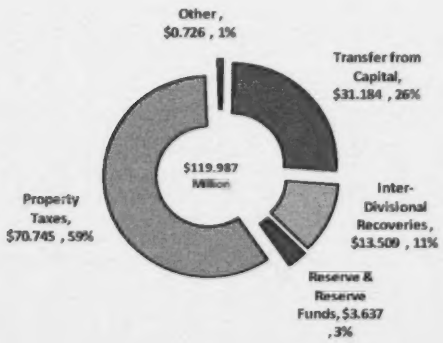

Enterprise IT Planning & Client Services, $32.032 , 27%
Business IT Solutions, $42.475 , 35%
$119.987 Million
Computer & Communications Technology Infrastructure, $45.480 , 38%

2015 Budget by Expenditure Category


Contribution to Reserves, $0.105, 0%
Interdivisional Charges, $0.491, 0%
Services & Rents, $24.919, 21%
Equipment, $1.175, 1%
Materials & Supplies, $0.277, 0%
$119.987 Million
Salaries & Benefits, $93.020, 78%

Where the money comes from:

2015 Budget by Funding Source


Other , $0.726 , 1%
Transfer from Capital, $31.184 , 26%
$119.987 Million
Inter-Divisional Recoveries, $13.509 , 11%
Property Taxes, $70.745 , 59%
Reserve & Reserve Funds, $3.637 , 3%

Our Key Challenges & Priority Actions

- **Building organizational capacity** to meet the demands for IT resources and take advantage of changing technology
  - ✓ The 2015 Operating Budget includes additional tax based funding of $1.775 million net for 58 positions to build into its operations an additional internal capacity to develop solutions and delivery of IT capital projects, as approved in 2013 to be phased in over 4 years.
  - ✓ Attract and develop a motivated and engaged team through Talent Management.
- **Transforming business processes to gain efficiencies and cost savings** while ensuring the consistent quality of its work to gain trust in its services and information.
  - ➢ Increase the use of common business systems, simplifying information sharing, and increasing process automation and integration.
  - ➢ Build and leverage partnership opportunities with the City's Programs and Agencies and vendors to drive customer service excellence.

2015 Operating Budget Highlights

The 2015 Operating Budget of $70.745 million net provides funding for:

- Inflationary costs for salaries and benefits ($1.533 million);
- Phase in funding Increase of $1.775 million for 58 positions to build into its operations an additional internal capacity to develop solutions and delivery of IT capital projects;
- Additional software & hardware maintenance costs to support growth ($0.536 million);
- Savings from the telecom optimization initiative of $1.218 million.

Program Map

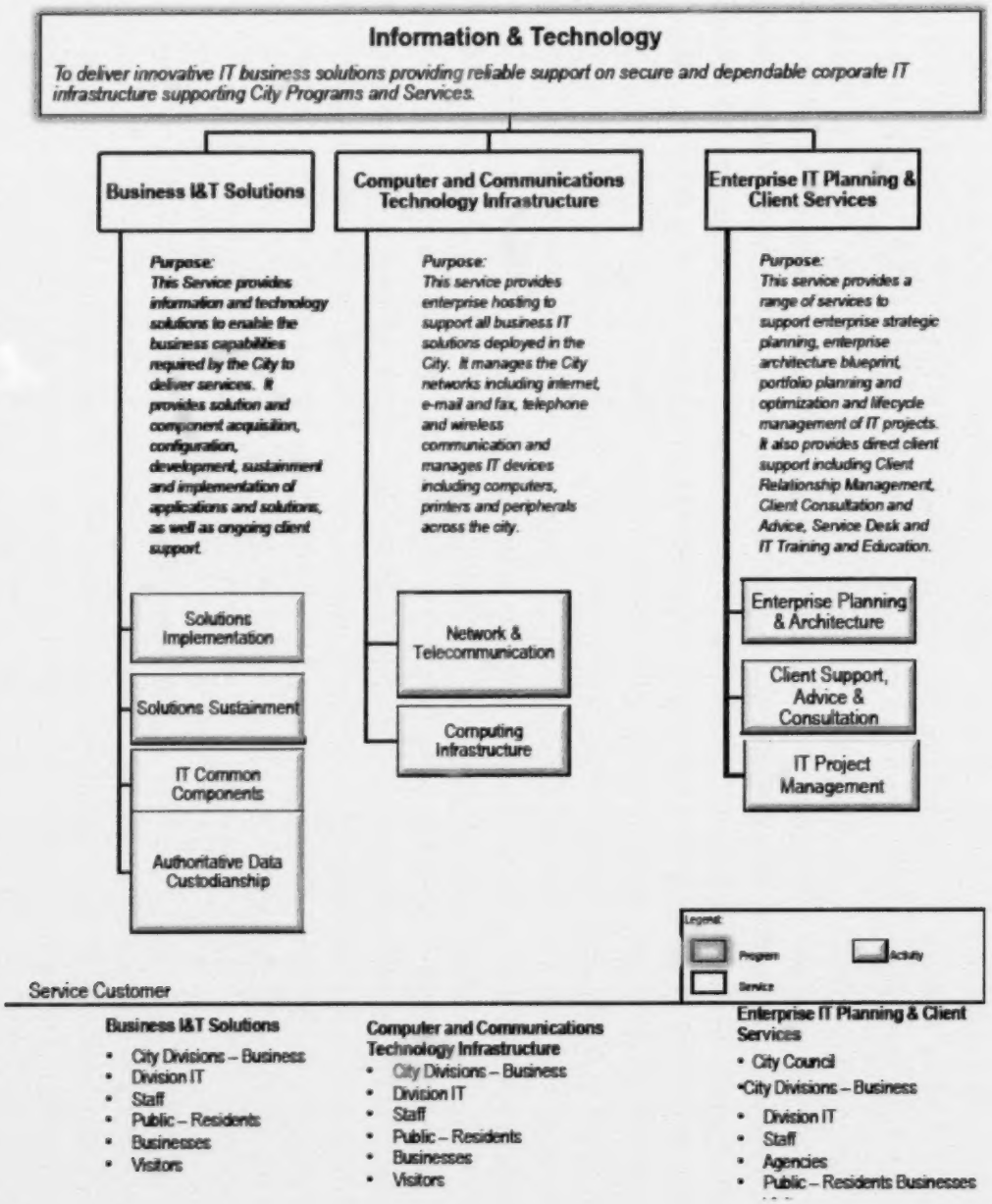

Information & Technology
To deliver innovative IT business solutions providing reliable support on secure and dependable corporate IT infrastructure supporting City Programs and Services.
Business I&T Solutions
Purpose:
This Service provides information and technology solutions to enable the business capabilities required by the City to deliver services. It provides solution and component acquisition, configuration, development, sustainment and implementation of applications and solutions, as well as ongoing client support.
Solutions Implementation
Solutions Sustainment
IT Common Components
Authoritative Data Custodianship
Computer and Communications Technology Infrastructure
Purpose:
This service provides enterprise hosting to support all business IT solutions deployed in the City. It manages the City networks including internet, e-mail and fax, telephone and wireless communication and manages IT devices including computers, printers and peripherals across the city.
Network & Telecommunication
Computing Infrastructure
Enterprise IT Planning & Client Services
Purpose:
This service provides a range of services to support enterprise strategic planning, enterprise architecture blueprint, portfolio planning and optimization and lifecycle management of IT projects. It also provides direct client support including Client Relationship Management, Client Consultation and Advice, Service Desk and IT Training and Education.
Enterprise Planning & Architecture
Client Support, Advice & Consultation
IT Project Management
Legend:
Program
Activity
Service
Service Customer
Business I&T Solutions
City Divisions – Business
Division IT
Staff
Public – Residents
Businesses
Visitors
Computer and Communications Technology Infrastructure
City Divisions – Business
Division IT
Staff
Public – Residents
Businesses
Visitors
Enterprise IT Planning & Client Services
City Council
City Divisions – Business
Division IT
Staff
Agencies
Public – Residents Businesses

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Business IT Solutions											
Gross Expenditures	36,710.6	28,691.9	42,475.5		42,475.5	5,764.9	15.7%	3,215.8	7.6%	3,854.4	8.4%
Revenue	15,671.6	9,485.0	20,745.0		20,745.0	5,073.4	32.4%	(1,457.3)	(7.0%)	191.1	1.0%
Net Expenditures	21,039.0	19,206.9	21,730.5		21,730.5	691.5	3.3%	4,673.1	21.5%	3,663.3	13.9%
Computer & Communications Technology Infrastructure											
Gross Expenditures	46,763.2	41,195.4	45,479.7		45,479.7	(1,283.5)	(2.7%)	1,968.0	4.3%	751.5	1.6%
Revenue	16,113.4	12,894.8	15,631.9		15,631.9	(481.5)	(3.0%)	434.8	2.8%	74.8	0.5%
Net Expenditures	30,649.8	28,300.6	29,847.8		29,847.8	(802.0)	(2.6%)	1,533.2	5.1%	676.7	2.2%
Enterprise IT Planning & Client Services											
Gross Expenditures	26,959.6	22,780.6	32,032.1		32,032.1	5,072.5	18.8%	1,262.3	3.9%	1,099.1	3.3%
Revenue	10,109.2	3,412.4	12,865.4		12,865.4	2,756.2	27.3%	(695.5)	(5.4%)	(945.1)	(7.8%)
Net Expenditures	16,850.4	19,368.2	19,166.7		19,166.7	2,316.3	13.7%	1,957.8	10.2%	2,044.2	9.7%
Total											
Gross Expenditures	110,433.4	92,667.9	119,987.3		119,987.3	9,553.9	8.7%	6,446.1	5.4%	5,705.0	4.5%
Revenue	41,894.2	25,792.2	49,242.3		49,242.3	7,348.1	17.5%	(1,718.0)	(3.5%)	(679.2)	(1.4%)
Total Net Expenditures	68,539.2	66,875.7	70,745.0		70,745.0	2,205.8	3.2%	8,164.1	11.5%	6,384.2	8.1%
Approved Positions	756.0	612.0	823.0		823.0	67.0	8.9%	52.0	6.3%	24.0	2.8%

The 2015 Operating Budget for Information & Technology is $119.987 million gross and $70.745 million net, reflecting an increase of $2.206 million or a 3.2% increase over the 2014 Approved Operating Budget due to the following:

- All three services in the Information & Technology are experiencing base budget pressures due primarily to:
  - Inflationary cost increases in salary and benefits related to the negotiated collective agreement totaling $1.533 million net,
  - Funding of $1.775 million for the Council approved phase in funding for the resource pool of 58 positions to support delivery of capital projects.
  - $0.909 million due to operating impacts from previously approved capital projects.
- Computer & Communications Technology Infrastructure's base pressures increased by $0.536 million in maintenance costs and by $0.370 million in lease costs for the co-located data centre to accommodate growth in City-wide business applications.
- In addition, a net of 62 new temporary capital positions are with 36 positions in the Business IT Solutions service and 26 positions in the Enterprise IT Planning & Client Services assigned to various capital projects. Costs for these positions are recovered from the Capital Budget.
- The above increases are reduced by user fee inflationary rate changes of $0.083 million in the Business IT Solutions service with increased recovery from other City Program by $0.595 million across all three services.
- To help mitigate these base pressures, the Program was able to achieve line by line review savings of $0.152 million net across all services.
- Other savings include optimizing telecommunications of $1.218 million in the Computer & Communications Technology service and recovery of project management costs of $0.875 million in Enterprise IT Planning & Client Services.
- The 2016 and 2017 Plans reflect the inflationary cost increases for progression pay, step and operating impact of capital, as well as annualized user fees. No cost of living allowance is included in 2016 due to 2016 being the year in which the next cycle of collective bargaining begins

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	645.7		645.7	0.9%		663.0		663.0	0.9%	
Step Increases	639.6		639.6	0.9%		658.8		658.8	0.9%	
Growth in Data Centre Co-location	101.8		101.8	0.1%		67.5		67.5	0.1%	
Conversion of Capital Positions to Operating		(481.3)	481.3	0.7%			(357.7)	357.7	0.5%	
Economic Factors						2.3	0.6	1.7	0.0%	
Annualized User Fee		(14.0)	14.0	0.0%			(14.5)	14.5	0.0%	
Operating Impact of Capital	5,059.0	(1,351.5)	6,410.5	9.1%	52.0	4,313.4	(359.4)	4,672.8	6.1%	24.0
Increased Recovery from Clients		128.8	(128.8)	(0.2%)			51.8	(51.8)	(0.1%)	
Sub-Total	6,446.1	(1,718.0)	8,164.1	11.5%	52.0	5,705.0	(679.2)	6,384.2	8.1%	24.0
Total Incremental Impact	6,446.1	(1,718.0)	8,164.1	11.5%	52.0	5,705.0	(679.2)	6,384.2	8.1%	24.0

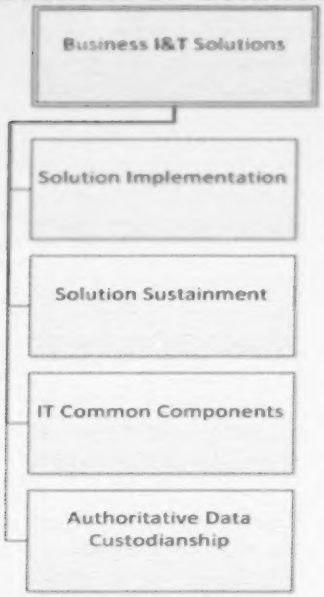
Approval of the 2015 Budget for Information & Technology will result in a 2016 and 2017 net incremental increase of $8.164 million net and $6.384 million net respectively to maintain the 2015 service levels.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay, step and benefits increases will result in increased pressure of $1.285 million net in 2016 and $1.322 million net in 2017. Since 2016 is a collective bargaining year, no estimate of costs of living is included.
- Growth in the Data Centre Co-location leased space in 2016 and 2017 of $0.102 million and $0.068 million respectively as a result of ongoing and anticipated initiatives including Exchange Email and Sharepoint.
- Additional conversion of capital positions to operating in 2016 will increase operating costs by $0.481 million and $0.358 million in 2017.
- Annualization of user fees will increase revenues by $0.014 million in 2016 and $0.015 million in 2017.
- Operating impact of capital will increase costs in 2016 by $6.411 million net for 52 positions deferred from 2013 and by $4.673 million net in 2017.
- Inter-divisional recoveries will increase by $0.129 million in 2016 and $0.052 million in 2017.

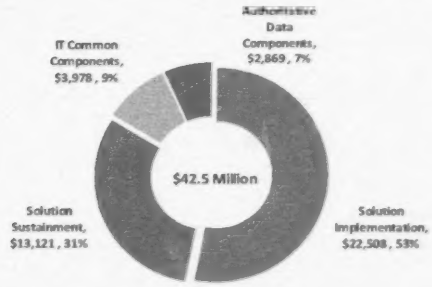
Business IT Solutions



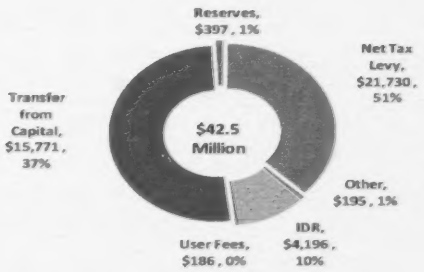
What We Do

- Information Technology (IT) Solutions to enable the business capabilities required by the City to deliver services.
- Provides solution and component acquisition, configuration, development, sustainment and implementation of applications and solutions, as well as ongoing client support.

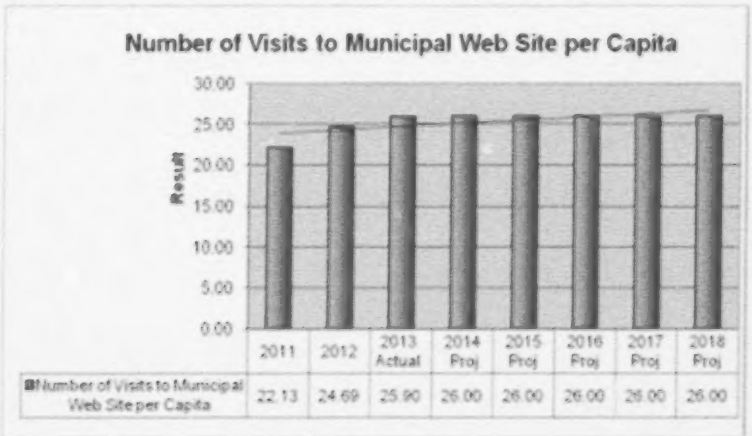
2015 Service Budget by Activity ($000s)


Authoritative Data Components, $2,869, 7%
IT Common Components, $3,978, 9%
$42.5 Million
Solution Sustainment, $13,121, 31%
Solution Implementation, $22,508, 53%

Service by Funding Source ($000s)



Visits to the City's Municipal Web Site per Capita


Number of Visits to Municipal Web Site per Capita
Result
30.00
25.00
20.00
15.00
10.00
5.00
0.00
2011 2012 2013 Actual 2014 Proj 2015 Proj 2016 Proj 2017 Proj 2018 Proj
Number of Visits to Municipal Web Site per Capita
22.13 24.69 25.90 26.00 26.00 26.00 26.00 26.00

- This metric measures the total number of website visits as well as the number of visits per capita per year.
- One method to assess the effectiveness of providing these functions is to examine how frequently the website is visited.
- One of the main goals of IT services is to facilitate communication of information and completion of transactions between the City government, residents and other users, through the City's website.
- The trend of Visits to the City's Municipal Web Site per Capita is forecasted to increase over the next five years as the City provides more online services with enhanced transactional capabilities.

2015 Service Levels

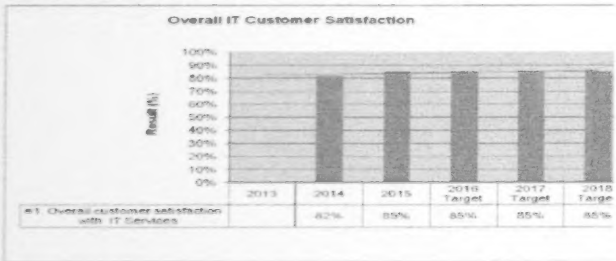
Business IT Solutions

Activity Type	Type	Status	Approved Service Levels 2012	2013	2014	2015
Solutions Implementation	• Program and Service Management Solutions Development • Process Management Solutions Development • Enterprise Asset Management Solutions Development • Financial Management Solutions Development • Supply and Inventory Management Solutions Development • Rules Management Solutions Development • Property Stewardship Solutions Development • Risk Management Solutions Development • Customer Relationship Management Solutions Development • Service Delivery Solutions Development • Human Resource Management Solutions Development • Information Management Solutions Development	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan			
Solutions Sustainment	• Program and Service Management Solutions Sustainment • Process Management Solutions Sustainment • Enterprise Asset Management Solutions Sustainment • Financial Management Solutions Sustainment • Supply and Inventory Management Solutions Sustainment • Rules Management Solutions Sustainment • Property Stewardship Solutions Sustainment • Risk Management Solutions Sustainment • Customer Relationship Management Solutions Sustainment • Service Delivery Solutions Sustainment • Human Resource Management Solutions Sustainment • Information Management Solutions Sustainment	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan			
IT Common Components	Business solution/application development • Geospatial	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan			
Authoritative Data Custodianship	•Geographic Information dataset/map • Geospatial/Location Data	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets or consultation per agreed work plan			

The 2015 Service Levels are consistent with the approved 2014 Service Levels with the exception for changes in the number of employees.

Service Performance

Effectiveness Measure –Overall IT Customer Satisfaction



- Client satisfaction is forecasted to increase over the next 5 years due to a greater emphasis on customer service improvement, enhanced IT technology, greater automation of manual processes and more channel choices and user friendly applications for clients.
- Overall client satisfaction rating of IT services is projected to be increased by 3% to 85% in 2015.

Table 7

2015 Service Budget by Activity

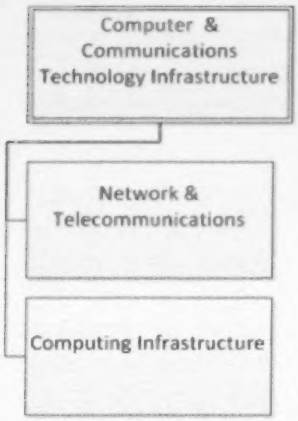
	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	2015 Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
(In $000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Solution Implementation	18,568.4	22,505.7	2.3	22,508.0	3,939.6	21.2%		22,508.0	3,939.6	21.2%	722.1	3.2%	1,039.5	4.5%
Solution Sustainment	13,353.9	13,118.7	2.3	13,121.0	(232.9)	(1.7%)		13,121.0	(232.9)	(1.7%)	2,015.5	15.4%	2,139.6	14.1%
IT Common Components	2,095.1	3,973.8	3.8	3,977.6	1,882.5	89.9%		3,977.6	1,882.5	89.9%	321.9	8.1%	583.2	13.6%
Authoritative Data Components	2,762.6	2,867.1	1.8	2,868.9	106.3	3.8%		2,868.9	106.3	3.8%	156.3	5.4%	92.1	3.0%
Total Gross Exp.	36,780.0	42,465.3	10.2	42,475.5	5,695.5	15.5%		42,475.5	5,695.5	15.5%	3,215.8	7.6%	3,854.4	8.4%
REVENUE														
Solution Implementation	11,432.2	16,018.7		16,018.7	4,586.5	40.1%		16,018.7	4,586.5	40.1%	(950.3)	(5.9%)	(237.4)	(1.6%)
Solution Sustainment	2,016.1	1,886.3		1,886.3	(129.8)	(6.4%)		1,886.3	(129.8)	(6.4%)	(398.0)	(21.1%)	322.0	21.6%
IT Common Components	1,885.2	1,924.8		1,924.8	39.6	2.1%		1,924.8	39.6	2.1%	(73.4)	(3.8%)	59.9	3.2%
Authoritative Data Components	847.6	915.2		915.2	67.6	8.0%		915.2	67.6	8.0%	(35.6)	(3.9%)	46.6	5.3%
Total Revenues	16,181.1	20,745.0		20,745.0	4,563.9	28.2%		20,745.0	4,563.9	28.2%	(1,457.3)	(7.0%)	191.1	1.0%
NET EXP.														
Solution Implementation	7,136.2	6,487.0	2.3	6,489.3	(646.9)	(9.1%)		6,489.3	(646.9)	(9.1%)	1,672.4	25.8%	1,276.9	15.6%
Solution Sustainment	11,337.8	11,232.4	2.3	11,234.7	(103.1)	(0.9%)		11,234.7	(103.1)	(0.9%)	2,413.5	21.5%	1,817.6	13.3%
IT Common Components	209.9	2,049.0	3.8	2,052.8	1,842.9	878.0%		2,052.8	1,842.9	878.0%	395.3	19.3%	523.3	21.4%
Authoritative Data Components	1,915.0	1,951.9	1.8	1,953.7	38.7	2.0%		1,953.7	38.7	2.0%	191.9	9.8%	45.5	2.1%
Total Net Exp.	20,598.9	21,720.3	10.2	21,730.5	1,131.6	5.5%		21,730.5	1,131.6	5.5%	4,673.1	21.5%	3,663.3	13.9%
Approved Positions	283.9	323.0		323.0	39.1	13.8%		323.0	39.1	13.8%	24.6	7.6%	16.0	4.6%

Business IT Solutions provides information technology solutions to enable the business capabilities required by the City to deliver services.

The 2015 Operating Budget for Business IT Solutions of $42.476 million gross and $21.731 million net is $1.132 million or 5.5% over the 2014 Approved Net Budget.

- Base Budget pressures are primarily attributable to salary and benefit increases for COLA, step increases, and progression pay.
  - The contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff, step adjustments and maintaining gapping rate common among all activities result in an increase of $0.872 million in salaries and benefits.
- Increase due to operating impacts of previously approved capital projects amount to $0.418 million and 3 positions mainly in Solution Sustainment.
- A net increase of 36 new temporary capital positions are, assigned to various capital projects with net $0 impact.
- Adjustments to better align salaries and benefits between services results in a decrease of $0.163 million, mainly in Solution Implementation.
- In order to offset the above pressures, the following service changes are :
- Increases to the Geo Spatial Mapping fee to reflect inflation (2.10%) generating $0.083 million in increased revenues.
- Internal recovery of inflationary increases and operating impacts that increased revenues by $0.560 million, mainly in Solution Implementation and Solution Sustainment.
- Future year incremental costs of $4.673 million in 2016 and $3.663 million in 2017 are attributable to increases in salaries and benefits.

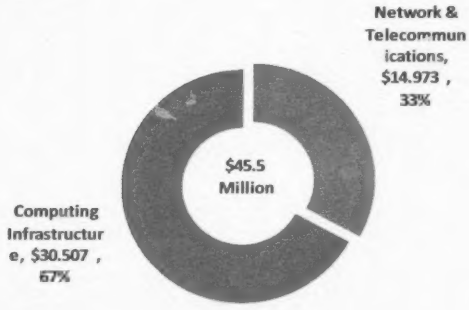
Computer & Communications Technology Infrastructure



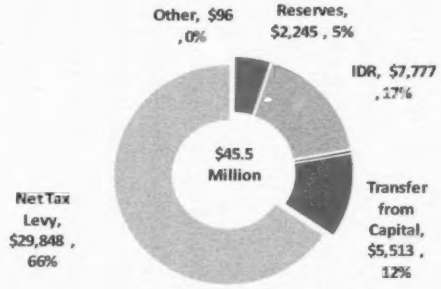
What We Do

- Provides enterprise hosting support to all business IT solutions deployed in the City.
- Manages the City networks including internet, e-mail and fax, telephone and wireless communication and IT devices including computers, printers, and peripherals across the City.

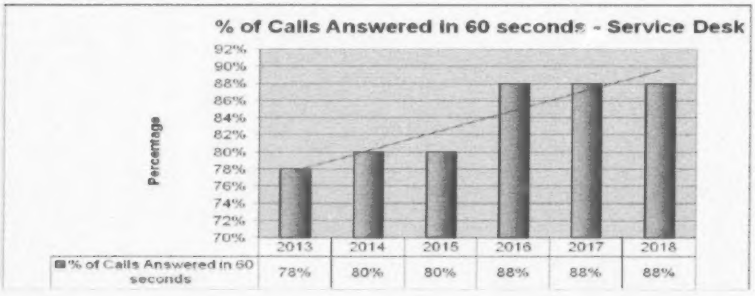
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Efficiency Measure – % of Calls Answered in 60 Sec-Service Desk



- Although there is a significant increase in the volume of calls to the Service Desk, the rate of response to service calls is expected to remain constant over the next two years.
- In 2015, the percentage of calls to the IT Service Desk answered within 60 seconds is projected to be 80% or better.
- Service rate is forecasted to increase significantly in the next 3 to 5 years due to a leveling of the volume of service calls and an increase in resource capacity.

2015 Service Levels

Computer & Communications Technology Infrastructure

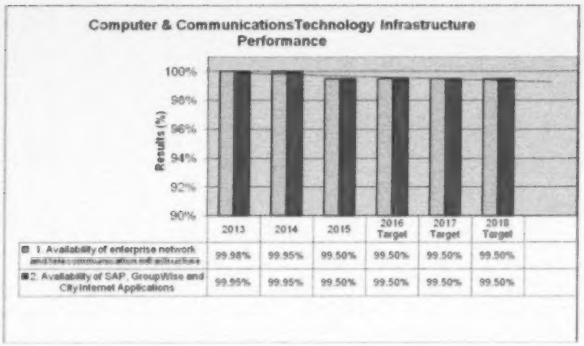
Activity Type	Type	Status	Approved Service Levels 2012	2013	2014	2015
Network & Telecommunications	Internet	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up time.			
Network & Telecommunications	Telephone	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases			
Network & Telecommunications	Wireless Telecommunication & Devices	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases			
Network & Telecommunications	Email	Approved	Core Business Hours are Monday to Friday 8:30am -4.30pm (excluding statutory holidays) Standard Incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)			
Network & Telecommunications	Wired Network	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases 99.99% Availability between 8:30am – 4:30pm on business days. *Availability time excludes scheduled maintenance.			
		Actual	99.90%	99.90%	99.90%	99.90%
Network & Telecommunications	Wireless Network	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up time			

Activity Type	Type	Status	Approved Service Levels 2012	2013	2014	2015
Network & Telecommunications	E-mail	Approved	Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases. New account created within 48 hours 98% of the time Service Availability 24/7/365 with 98% up time	Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)	Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)	Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)
Network & Telecommunications	Enterprise Fax	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 98% up time			
		Actual	98%	98%	98%	98%
Computing Infrastructure	Application Platforms	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases			
Computing Infrastructure	Server Computing Hardware	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up time (excluding scheduled maintenance) On-site support 7:30am - 5:00pm on business days, with on-call support for off-hours.			
		Actual	99%	99%	99%	99%
Computing Infrastructure	Data Storage Platform	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability 24/7/365 with 99% up time.			
Computing Infrastructure	Enterprise Printing & Peripherals	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability 24/7/365 with 99% up time.			
		Actual		99%	99%	99%
Computing Infrastructure	Client Computing Hardware	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets			

The 2015 Service Levels are consistent with the 2014 Approved Service Levels.

Service Performance

Effectiveness Measures- IT Infrastructure Availability



- IT Infrastructure provides high levels of availability for users of network, telecommunication, SAP, email and City Internet applications.
- Technology infrastructure availability is expected to remain constant at the 99.50% level due to ongoing planning, testing and sustainment activities.

Table 7
2015 Service Budget by Activity

(In $000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	2015 Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget	%	Incremental Change: 2016 Plan	%	2017 Plan	%
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Network & Telecommunications	16,075.0	16,273.9	(1,301.0)	14,972.9	(1,102.1)	(6.9%)		14,972.9	(1,102.1)	(6.9%)	131.9	0.9%	19.7	0.1%
Computing Infrastructure	30,689.2	30,586.2	(79.4)	30,506.8	(182.4)	(0.6%)		30,506.8	(182.4)	(0.6%)	1,836.1	6.0%	731.8	2.3%
Total Gross Exp.	46,764.2	46,860.1	(1,380.4)	45,479.7	(1,284.5)	(2.7%)		45,479.7	(1,284.5)	(2.7%)	1,968.0	4.3%	751.5	1.6%
REVENUE														
Network & Telecommunications	6,072.7	5,465.8		5,465.8	(606.9)	(10.0%)		5,465.8	(606.9)	(10.0%)	188.0	3.4%	14.0	0.2%
Computing Infrastructure	9,956.1	10,166.1		10,166.1	210.0	2.1%		10,166.1	210.0	2.1%	246.8	2.4%	60.8	0.6%
Total Revenues	16,028.8	15,631.9		15,631.9	(396.9)	(2.5%)		15,631.9	(396.9)	(2.5%)	434.8	2.8%	74.8	0.5%
NET EXP.														
Network & Telecommunications	10,002.3	10,808.1	(1,301.0)	9,507.1	(495.2)	(5.0%)		9,507.1	(495.2)	(5.0%)	(56.1)	(0.6%)	5.7	0.1%
Computing Infrastructure	20,733.1	20,420.1	(79.4)	20,340.7	(392.4)	(1.9%)		20,340.7	(392.4)	(1.9%)	1,589.3	7.8%	671.0	3.1%
Total Net Exp.	30,735.4	31,228.2	(1,380.4)	29,847.8	(887.6)	(2.9%)		29,847.8	(887.6)	(2.9%)	1,533.2	5.1%	676.7	2.2%
Approved Positions	244.5	245.0		245.0	0.5	0.2%		245.0	0.5	0.2%	16.4	6.7%	2.0	0.8%

Computer & Communications Technology Infrastructure provides enterprise hosting support to all business IT solutions deployed in the City.

The 2015 Operating Budget for Computer & Communications Technology Infrastructure of $45.480 million gross and $29.848 million net is $0.888 million or 2.9% under the 2014 Approved Net Budget.

- Base Budget pressures are primarily attributable to salary and benefit increases for COLA, step increases, and progression pay.
  - The contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff, step adjustments common among all activities, and maintaining gapping rate result in an increase of $1.349 million in salaries and benefits.
  - Operating impacts of previously approved capital projects require $0.440 million for mainframe costs and one position.
  - Prior year impacts due to the phase in of funding for the 58 positions approved in 2013 results in an increase of $0.495 million.
  - Maintenance pressures due to technology growth require an additional $0.536 million.
  - Rate increase and additional space for the co-location of the IT hardware at the Telus building will increase costs by $0.370 million.
- In order to offset the above pressures, the 2015 service changes for Computer & Communications Technology Infrastructure include:
  - Reductions identified in line-by-line reviews of $0.162 million.
  - Optimizing telecommunication technologies will save $1.218 million net in Computer & Communications Technology Service in 2015 from lower monthly rates per phone line as a result of the new contract for voice and data services and converting over 16,000 existing Centrex telephone lines across 90 sites in the City with Unified Communication implementation to VoIP (Voice over Internet Protocol).
  - The City has realized $2.535 million from this initiative, with the final phase of the conversion occurring in 2015.
  - Internal recovery of inflationary increases and operating impacts of capital will generate additional revenues of $0.040 million.
- Future year incremental costs of $1.533 million in 2016 and $0.677 million in 2017 are attributable to increases in salaries and benefits.

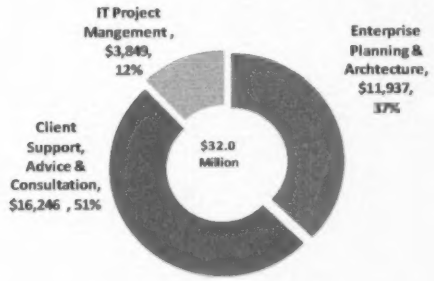
Enterprise IT Planning & Client Services

Enterprise IT Planning & Client Services
Enterprise Planning & Architecture
Client Support, Advice & Consultation
IT Project Management

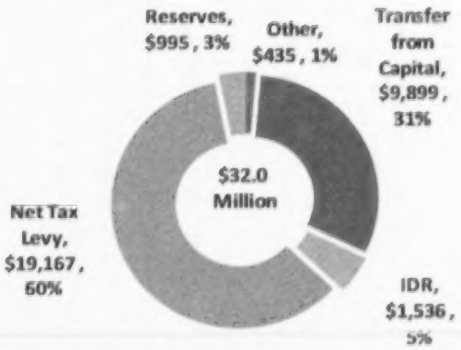
What We Do

- Provides a range of services to support enterprise strategic planning, enterprise architecture blueprint, portfolio planning and optimization and lifecycle management of IT projects.
- Provides direct client support including client relationship management, client consultation and advice, service desk and IT training and education.

2015 Service Budget by Activity ($000s)


IT Project Mangement, $3,849, 12%
Enterprise Planning & Archtecture, $11,937, 37%
Client Support, Advice & Consultation, $16,246 , 51%
$32.0 Million

Service by Funding Source ($000s)



Effectiveness Measures – I& T customer Satisfaction

- Overall client satisfaction with I&T services is tracked and monitored with annual customer satisfaction surveys with City staff.
- The projection is to Increase the overall client satisfaction rating of IT services from 82% in 2014 to 85% or better in 2015.
- Client satisfaction is forecasted to marginally increase over the next 5 years due to a greater emphasis on customer service improvements, enhanced IT technology, greater automation of manual processes and more channel choices and user friendly applications for clients

2015 Service Levels

Enterprise IT Planning & Client Services

Activity Type	Type	Status	Approved Service Levels 2012	2013	2014	2015
Enterprise Planning & Architecture	Enterprise Architecture – Blueprint	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan			
Enterprise Planning & Architecture	Portfolio Investment Management	Approved	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Consultation or per agreed work plan / In support of I&T services			
Enterprise Planning & Architecture	Enterprise wide IT strategic plan - IT Strategic Planning	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
Enterprise Planning & Architecture	I&T Division Business Strategy/Plan - IT Strategic Planning	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
Enterprise Planning & Architecture	Business Continuity Planning	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
Enterprise Planning & Architecture	Risk Assessments (Privacy Impact Assessment, Threat Risk Assessment) & Investiations Privacy Impact Assessment, Risk Management Plan, Vulnerability/TRA	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
Enterprise Planning & Architecture	IT Policies, Standards & Research	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
Client Support, Advice & Consultation	Business Process Analysis and Design	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan.			

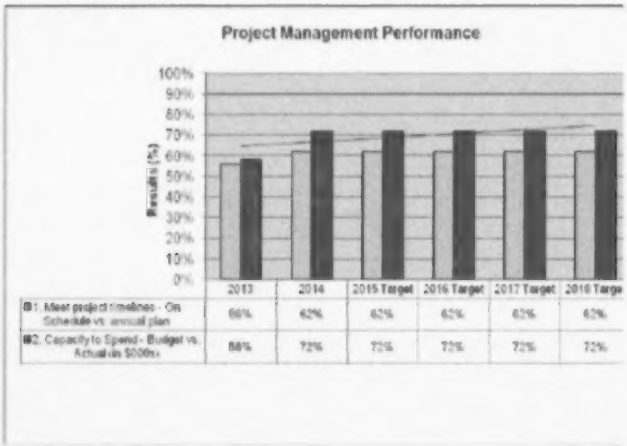
Activity Type	Type	Status	Approved Service Levels 2012	2013	2014	2015
Client Support, Advice & Consultation	Service Desk	Approved	Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m and at all other hours (evenings/overnight) and weekend/holidays, calls are re-directed to Computer Operations. Response Targets: - Phone: 80% of Calls Answered within 1 minute - Voicemail: Response within 4 hours - E-Mail: Response within 48 hours Desktop Management (Workstations, Peripherals, Software) Support available Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays). Both Service Desk and Desktop Management incidents are prioritized and resolved in accordance within standard Incident Management (IM) Targets. Standard Incident Management Resolution Targets: Priority 1: 2 business hours Priority 2: 8 business hours (1 day) Priority 3: 24 business hours (3 days) Priority 4: 48 business hours (6 days)			
		Actual	80% calls answered in 60 se. (projected)			
Client Support, Advice & Consultation	Business Requirement Analysis	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			
Client Support, Advice & Consultation	Business Case Co-ordination	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			
Client Support, Advice & Consultation	IT Procurement Consultation	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)			
		Actual			Consultation or per agreed work plan / In support of I&T services	
Client Support, Advice & Consultation	IT Consultation & Facilitation	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation Only			

Activity Type	Type	Status	Approved Service Levels 2012	2013	2014	2015
Client Support, Advice & Consultation	Client Relationship Management	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			
Client Support, Advice & Consultation	Service Level Management	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			
		Actual			Target response within 1 business day	Target response within 1 business day
Client Support, Advice & Consultation	IT Training & Education	Approved	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm			
Client Support, Advice & Consultation	IT Contract Management	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
IT Project Management	IT Project Management Services	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
IT Project Management	IT Project Management Expertise & Support	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			
IT Project Management	IT Project Management Methodologies and Tools	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			

The 2015 Service Levels are consistent with the 2014 Approved Service Levels.

Service Performance

Efficiency Measure –Project Management Performance



- This measure indicates completed project deliverables in development by using IT capital spend rate as an indication of the progress of capacity to spend.
- I&T is projecting to improve meeting project timelines to 62% or better in 2015.
- I&T is projecting to deliver completed projects within managed budget to 65% or better.
- The rate of meeting project timelines and capacity to spend is forecasted to increase over the next five years as a result of greater project governance, deployment of a new project gating process and enhanced agile project management.

Table 7

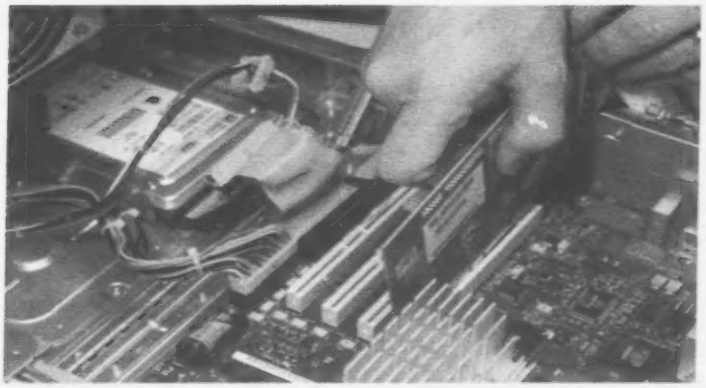
2015 Service Budget by Activity

(In $000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	2015 Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Enterprise Planning & Archtecture	8,702.0	11,936.5	0.2	11,936.7	3,234.7	37.2%		**11,936.7**	3,234.7	37.2%	888.9	7.4%	635.0	5.0%
Client Support, Advice & Consultation	14,655.0	16,246.6		16,246.6	1,591.6	10.9%		**16,246.6**	1,591.6	10.9%	308.0	1.9%	412.7	2.5%
IT Project Management	3,532.3	3,848.8		3,848.8	316.5	9.0%		**3,848.8**	316.5	9.0%	65.4	1.7%	51.4	1.3%
Total Gross Exp.	26,889.3	32,031.9	0.2	32,032.1	32,032.3	119.1%		**32,032.1**	5,142.8	19.1%	1,262.3	3.9%	1,099.1	3.3%
REVENUE														
Enterprise Planning & Archtecture	4,820.2	4,805.7		4,805.7	(14.5)	(0.3%)		**4,805.7**	(14.5)	(0.3%)	525.1	10.9%	(744.0)	(14.0%)
Client Support, Advice & Consultation	3,607.5	5,719.5		5,719.5	2,112.0	58.5%		**5,719.5**	2,112.0	58.5%	(1,052.8)	(18.4%)	29.6	0.6%
IT Project Management	1,256.5	1,465.2	875.0	2,340.2	1,083.7	86.2%		**2,340.2**	1,083.7	86.2%	(167.8)	(7.2%)	(230.7)	(10.6%)
Total Revenues	9,684.2	11,990.4	875.0	12,865.4	13,740.4	141.9%		**12,865.4**	3,181.2	32.8%	(695.5)	(5.4%)	(945.1)	(7.8%)
NET EXP.														
Enterprise Planning & Archtecture	3,881.8	7,130.8	0.2	7,131.0	3,249.2	83.7%		**7,131.0**	3,249.2	83.7%	363.8	5.1%	1,379.0	18.4%
Client Support, Advice &	11,047.5	10,527.1		10,527.1	(520.4)	(4.7%)		**10,527.1**	(520.4)	(4.7%)	1,360.8	12.9%	383.1	3.2%
IT Project Management	2,275.8	2,383.6	(875.0)	1,508.6	(767.2)	(33.7%)		**1,508.6**	(767.2)	(33.7%)	233.2	15.5%	282.1	16.2%
Total Net Exp.	17,205.1	20,041.5	(874.8)	19,166.7	1,961.6	11.4%		**19,166.7**	1,961.6	11.4%	1,957.8	10.2%	2,044.2	9.7%
Approved Positions	227.6	255.0		255.0	27.4	12.0%		**255.0**	27.4	12.0%	11.0	4.3%	6.0	2.3%

Enterprise IT Planning & Client Services provides a range of services to support enterprise strategic planning, portfolio planning and management, lifecycle management of IT projects, as well as direct client support, including client relationship management, service desk, and IT training and education.

The 2015 Operating Budget for Enterprise IT Planning & Client Services of $32.032 million gross and $19.167 million net is $1.962 million or 11.4% over the 2014 Approved Net Budget.

- Base Budget pressures are primarily attributable to salary and benefit increases for COLA, step increases, and progression pay.
  - The contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff, step adjustments and maintaining gapping rate at 5%, common among all activities, result in an increase of $2.010 million in salaries and benefits.
  - Operating impacts of previously approved capital projects of $0.051 million and 1 position.
  - Prior year impacts due to the phase in of funding for the 58 positions approved in 2013 results in an increase of $1.442 million
- In order to offset the above pressures, the 2015 service changes for Enterprise IT Planning & Client Services include:
  - Reductions identified in line-by-line reviews of $0.002 million;
  - Reduction of $0.875 million due to the recovery of salary and benefit costs of 7 Project Managers from capital projects. As projects compete, the Project Managers gradually shift to work on the delivery of other projects, so will the recovery of costs.
- Internal recoveries for inflationary increases and operating impacts of capital will generate additional revenues of $0.075 million.
- A net of 26 new temporary capital positions are , assigned to various capital projects with net $0 impact.
- Future year incremental costs of $1.958 million in 2016 and $2.044 million in 2017 are attributable to increases in salaries and benefits.



Information & Technology

2015 – 2024 Capital Budget and Plan Overview

The Information & Technology Division provides leadership for the planning, development and management of the City's Information Technology (IT) systems. The Information & Technology Division partners with all City divisions to deliver business IT solutions for City programs and services and manages the overall investment in IT, optimizing and ensuring alignment with City business objectives.

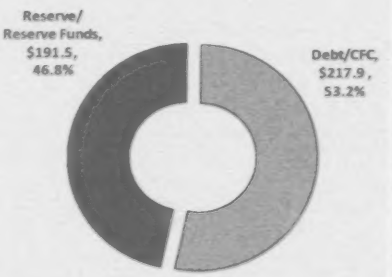
Information & Technology delivers over 800 key enterprise and business application solutions at the City. This includes the City's website, key public-facing online services for residents, businesses and visitors of Toronto, the City's corporate systems including financial and human resources, as well as the City's IT infrastructure, including the network, data centres, servers and computers. Information & Technology also manages the delivery of over 100 key technology projects in partnership with City Programs and the Public.

Additional investments of $33.828 million are included in the 10-Year Plan for strategic investments to transform Human Resource workforce planning and management, payroll and other business processes throughout the City.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)

2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- ✓ Implemented new Public Budget Formulation (PBF) data tools to support service-based budgeting and enhancing overall City financial planning and management;
- ✓ Modernized the City's traditional (Centrex) phone lines to VoIP with 75% of the projected to date and notice of acceptance of installations at 100% of sites , realizing over $4 million of savings and setting the foundation for new City collaboration solutions;
- ✓ Enterprise Learning Project (ELI) successfully delivered Toronto Fire as first divisional release with a seamless data transfer of employee data from SAP into the ELI system ;
- ✓ Initiated Enterprise Performance Management component of FPARS ;
- ✓ Revised the Toronto Public Health internet website as part of the Public Health Web Rebrand Project Online Service Delivery to share technical resources and conduct user needs sessions;
- ✓ Facilities and Real Estate Service Request portal launched to allow transmission of service requests electronically from the divisions;
- ✓ Enhanced the Toronto Building Digitization process to allow for electronic submission of building permit applications, issuance of building permits, processing and circulation of building plans and permit approvals as well as digitization of existing building records and over the phone payment line for permit fees ;
- ✓ Implemented improved information reporting and analysis capabilities in Toronto Public Health providing metrics, scorecards, and dashboards to monitor program performance and outcomes;
- ✓ Completed Children Services Information System (CSIS_) application functionality to support and enhance online budget submissions from Home Child Care Agencies, Special Needs and Family Resource Centres; and
- ✓ Migrated IBMS client-server based system to a web based architecture for Toronto Building, City Planning and Municipal Licensing & Standards (MLS) customers.

Key Challenges & Priority Actions

Improve access to government services

- ✓ Funding of $20.294 million is included in the 10-Year Capital Plan for projects that will provide the public with multi-channel access to the City's services and information, and governing processes that are easy to use and find.

Improve decision-making support for City managers, staff and the public.

- ✓ The 10-Year Capital Plan includes funding of $8.319 million for Information Management and Business Intelligence projects that will provide access to meaningful, reliable service information to make informed decisions.

Improve workforce capabilities by improving learning opportunities and increasing use of IT to accomplish work.

- ✓ The 10-Year Capital Plan includes funding of $7.956 million for projects that will improve the ability of employees in using information technology, enabling them to work smarter and more efficiently.

Improve business processes

- ✓ The 2015-2024 Capital Plan includes funding of $6.664 million for projects that will increase the use of common systems, simplify information sharing and increase business process automation and integration.

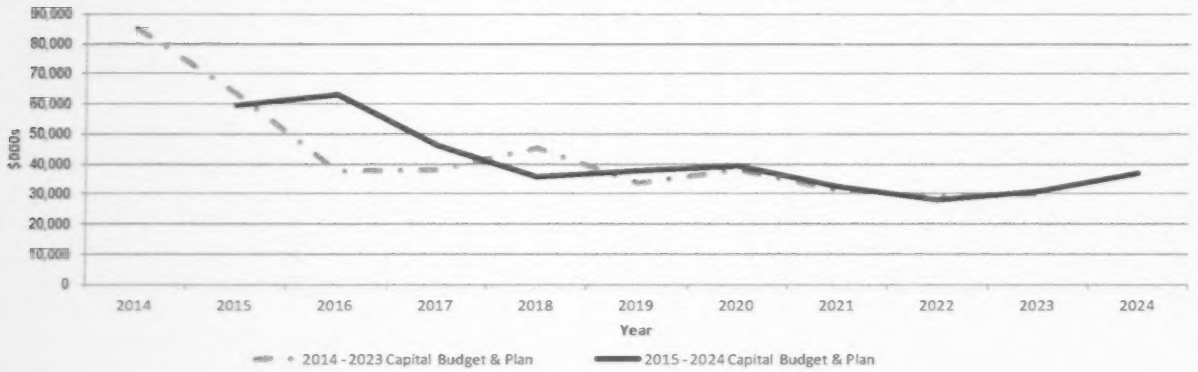
2015 Capital Budget Highlights

The 2015 Capital Budget for Information & Technology of $65.232 million, including carry forward funding, will fund:

- Life-Cycle replacement and refresh of IT assets, including desktops and notebook computers, servers, networks and business solution applications, to ensure continuous delivery of City services ($17.790 million);
- Replacement of the of Email system, which will migrate the City to the industry standard platform ($5.558 million);
- Disaster recovery to ensure continuity of operations and service delivery to the public due to unexpected disruptions to business processes or systems ($2.500 million); and
- Time, Attendance and Scheduling Solution ($2.251 million) and Employee Self Service Portal Payroll Modernization ($1.300 million);

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	85,197	63,620	37,718	37,921	45,198	33,651	37,924	31,304	29,164	29,852		431,549
2015 - 2024 Capital Budget & Plan		59,454	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750	409,415
Change %		(6.5%)	67.5%)	21.3%)	(20.8%)	11.9%)	4.0%)	3.6%)	(4.7%)			(5.1%)
Change $		(4,166)	25,469	8,072	(9,412)	4,018	1,517	1,117	(1,369)	1,067		(22,134)

Table 1

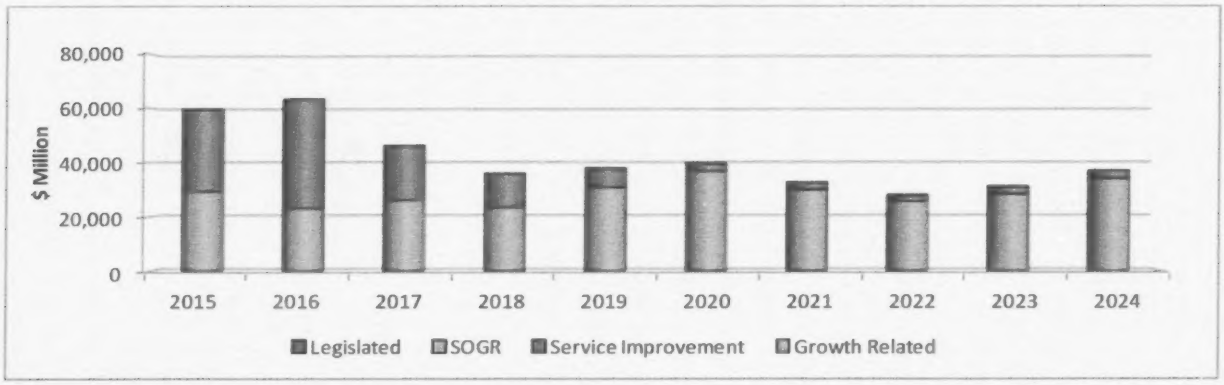
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Asset Lifecycle Management		17,790	14,276	13,608	15,102	21,023	23,941	16,921	12,295	14,119	19,950	**169,025**	169,025
Network Upgrade		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	**25,000**	25,000
Application Systems		200	200	200	500	2,342	3,312	2,000	2,500	2,900	3,000	**17,154**	17,154
Corporate Planning & Mgmt		2,347	2,839	3,740	4,365	3,214	2,916	4,500	3,500	3,000	2,500	**32,921**	32,921
Technology Infrastructure		5,858	3,200	6,000	846	1,679	3,964	3,940	4,700	5,700	5,900	**41,787**	41,787
Business Sustainment Systems		440										**440**	440
Sub-Total		**29,135**	**23,015**	**26,048**	**23,313**	**30,758**	**36,633**	**29,861**	**25,495**	**28,219**	**33,850**	**286,327**	**286,327**
Service Improvements													
Application Systems		3,320	6,554	7,590	4,506	2,410						**24,380**	24,380
Corporate Planning & Mgmt		2,810	1,513	1,041	1,253	1,565	2,078	2,310	2,300	2,700	2,900	**20,470**	20,470
Technology Infrastructure		782		1,155	1,860	1,790	730	250				**6,567**	6,567
Corporate Initiatives		8,759	14,749	5,841	4,392	1,146						**34,887**	34,887
Resource to Deliver IT Capital Projects		3,550	1,775									**5,325**	5,325
Service Efficiencies Study												-	-
Employee Self Service Portal, Payroll -PPEB		2,017										**2,017**	2,017
Web Business Content Refresh & Design		882	750									**1,632**	1,632
Portal Foundation Components		500	1,500									**2,000**	2,000
Short Term Business Improvements- Transportation		600	530									**1,130**	1,130
Work Management Solution-Transportation		1,105	1,205									**2,310**	2,310
Time, Attendance & Scheduling Management-PPEB		2,251	5,996									**8,247**	8,247
Asset Management Solution-Transportation		150	515	560								**1,225**	1,225
Computer System Integration		587	588									**1,175**	1,175
Business Sustainment Systems		2,174	4,497	3,758	462							**10,891**	10,891
TAS Electronic Communications		532										**532**	532
Sub-Total	-	**30,019**	**40,172**	**19,945**	**12,473**	**6,911**	**2,808**	**2,560**	**2,300**	**2,700**	**2,900**	**122,788**	**122,788**
Total Expenditures by Category	-	**59,154**	**63,187**	**45,993**	**35,786**	**37,669**	**39,441**	**32,421**	**27,795**	**30,919**	**36,750**	**409,115**	**409,115**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)



As illustrated in the chart above, the 10-Year Capital Plan for Information & Technology of $409.415 million predominately provides funding for State of Good Repair projects, which represent 69.9% of total funding over the 10-year period.

- State of Good Repair projects, which account for $286.327 million ensure the reliability and security of IT services to support effective and efficient delivery of services to the public and ensure the continued integrity and reliability of the City's IT infrastructure and applications. Projects are dedicated to the upgrade or lifecycle replacement of the City's technology assets, including the email system.
- Service Improvement projects account for $123.088 million or 30.1% of funding included in the 10-Year Capital Plan. The projects are mainly directed at transforming business processes in order to increase capability, productivity, provide more choice of access to City services and better information to support decision making.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)

The 10-Year Capital Plan of $409.415 million will be financed by the following sources:

- Debt accounts for $217.885 million or 53.2% of the financing over the 10-year period.
  - Debt funding has been increased over the guideline due to the following strategic and critical investments:
    - $1.374 million for Phase II of *e-Learning*.
    - $2.045 million for *Employee Performance Management*.
    - $6.290 million for eRecruitment.
    - $3.613 million for Workforce Business Intelligence.
    - $6.996 million for Web Business Content and Redesign.
    - $4.864 million for Organization Management and SAP Security.
    - $2.107 million PPEB's *Employee Self Service Portal, Payroll-PPEB* project
    - $1.300 million for the *Time Attendance and Scheduling Management* project.
    - $5.819 million for Transportation Services *Work Management Solution*.
- Reserves/Reserve Funds (detailed in Appendix 6) constitute $191.530 million or 46.8% of required funding mainly for the Asset Life Cycle Management and Network Upgrade projects.

Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Application Systems	169.3	3.0	1,470.8	7.0	395.0	2.0					2,035.1	12.0	2,035.1	
Corporate Planning & Management	95.0		1,060.5	6.0	165.0						1,320.5	6.0	1,320.5	6.00
Technology Infrastructure	237.0		226.0	2.0	(126)	1.0					336.0	3.0	336.0	3.00
2012 Core Service Review- Service Efficiencies	55.0		1007.3	13.0	1359.8	2.0					2,422.1	15.0	2,422.1	15.00
Corporate Initiatives	69.0		392.0	2.0	200.0						661.0	2.0	661.0	2.00
Business Sustainment Unit			222.0	3.0	304.0	5.0					526.0	8	526.0	8.00
Application Systems			88.0		124.0	1.0					212.0	1.0	212.0	1.00
New Projects - 2015														
Business Sustainment Unit			66.5	3.0	410.6	3.0					477.1	6	477.1	6.00
Corporate Initiatives							337.0	3.0			337.0	3	337.0	3.00
New Projects - Future Years														
Application Systems			721.0	6.0	223.0	2.0	600.0				1,544.0	8.0	1,544.0	8.00
Technology Infrastructure							43.0				43.0		43.0	
Total (Net)	625.3	3.0	5,254.1	42.0	3,055.4	16.0	980.0	3.0			9,913.8	64.0	9,913.8	64.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $9.914 million net over the 2015 – 2024 period. Approved positions will increase by 64 over the 10-year time frame.

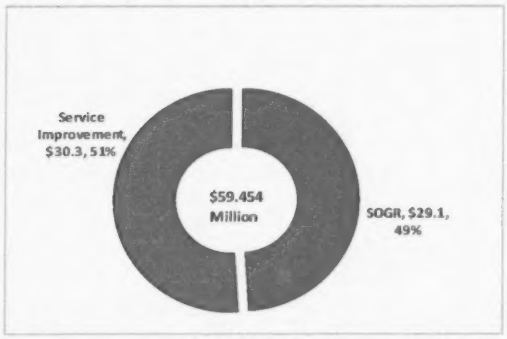
These operating requirements will be reviewed annually in the budget process to determine actual need.

This is comprised of operating costs for the following major projects:

- The SAP Landscape Upgrade project requires $0.445 million: $0.137 million in salaries and benefits for three positions to support new integrated SAP technologies as a result of the implementation of the FPARS project and software and hardware maintenance; $0.307 million in 2016 for salary costs and $0.137 million for hardware and software maintenance.

- The Business Continuity & Disaster Recovery project requires $0.730 million: $0.069 million for licences in 2015, $0.392 million for 2 positions and maintenance support in 2016, and $0.269 million in 2017 for maintenance support.
- The PPEB Enterprise Time & Attendance Management Scheduling project requires $1.567 million: $0.055 million for maintenance and support in 2015, $0.590 million for 7 new positions and maintenance and support in 2016 and $0.922 million for salaries and benefits and maintenance costs in 2017.
- The Testing Tools Upgrade project requires $0.750 million with $0.095 million for annual maintenance of the Testing suite of the Quality Assurance project, $0.390 million for 2 new positions and maintenance costs in 2016 and $0.260 million will be required to assist in implementing the tools for developing methodology and completing the assessments on the project in 2017.
- The Enterprise Systems Management Implementation project requires $0.458 million with $0.065 million in 2015 for maintenance support, $0.299 million for 2 additional staff in 2016, and $0.094 million in 2017 for an additional staff and maintenance of the Service Desk and Business Service Management Modules.
- The new Email Archiving system that interfaces with GroupWise will require maintenance in 2015 of $0.172 million.
- Enterprise Information Security Program requires $0.157 million with $0.032 million for maintenance in 2015, $0.093 for 1 new position and maintenance in 2016 and $0.032 million for maintenance support in 2017.
- The Enterprise Mobility Platform project which addresses the mobile needs of the Public and City workforce will require $0.310 million for 3 resources and $0.200 million for software licences in each of 2016 and 2017.
- The WEB Business Content Refresh project requires $0.417 million for 6 positions in 2016, and $0.493 million in 2017 for 2 additional positions and maintenance to support the new technology.
- One new position to monitor inputs and outputs of enterprise business processes for the IT Performance Reporting project is required at a cost of $0.140 million in 2016.
- The WEB method technology projects require $0.790 million for 6 positions in 2016, and $0.090 million in 2016 and $0.005 million in 2017 for post system maintenance.
- The Enterprise Portfolio Management tools project will require $0.280 million for one resource in 2016 to provide user access and support and maintain system data.
- The implementation of an Enterprise Collaboration tool will require seven positions at a cost of $0.616 million in 2016 and $0.168 million in 2017 as well as maintenance costs of $0.105 million in 2016 and $0.005 million in 2017.
- The introduction of a centralized Datamart for Municipal Licensing and Standards will require maintenance of $0.061 million in 2016 and 2017 as well as two new positions at a cost of $0.220 million in 2017.

2015 Capital Budget by Project Category (in $Millions)

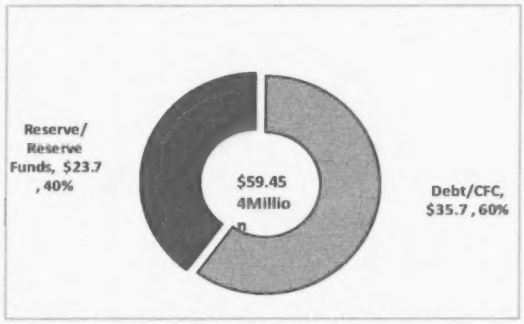


$59.454 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $59.454 million.
The 2015 Capital Budget expenditures are allocated to the following project categories:

- *State of Good Repair ($29.135 million, 49%)*
  - Funding is provided for the *Lifecycle Asset Replacement* project of $17.790 million, *e-Mail Replacement System* project of $5.558 million and the *Business Continuity & Disaster Recovery* projects of $2.500 million.
- *Service Improvement ($30.319 million, 51%)*
  - Projects include the *Efficiency Study Implementation* with funding of $7.805 million to continue these projects.
  - *Corporate Initiatives* projects include $2.723 million for the *Organization Management & SAP Security* and $2.584 million for the *WEB Business Content and Redesign* project.
  - Funding of $3.550 million is also to begin to implement the Corporate IT capital portfolio, and $1.900 million for the *Portal Foundation Components* project.

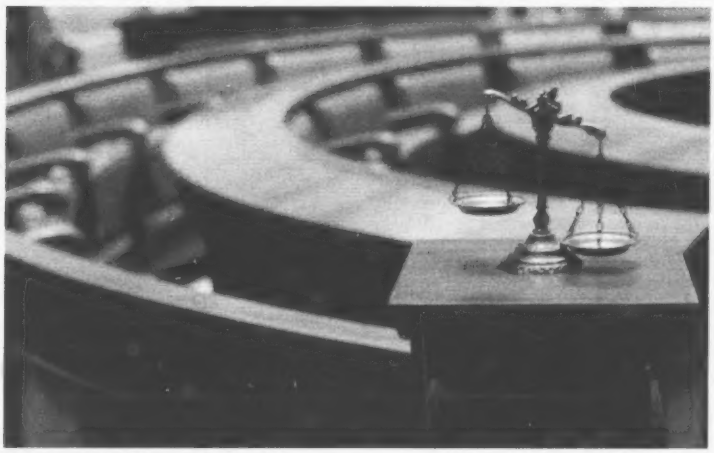
2015 Capital Budget by Funding Source (in $Millions)



$59.454 million

The 2015 Capital Budget is financed primarily by:

- *Debt ($35.709 million, 60%)*
  - Debt financing is over the debt guideline set for this Program by $1.105 million in 2015.
  - New debt funding was added in 2015 to begin the Organization Management and SAP Security project.
- *Reserve/Reserve Funds ($23.745 million, 40%)*
  - Funding is provided for the *Lifecycle Asset Replacement* project of $17.790 million, *e-Mail Replacement System* project of $3.455 million and the *Business Continuity & Disaster Recovery* projects of $2.500 million.



Legal Services

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $20.348 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change $	Change %
Gross Expenditures	47,044.5	49,608.9	2,564.4	5.5%
Gross Revenues	27,851.3	29,261.2	1,409.9	5.1%
Net Expenditures	**19,193.2**	**20,347.7**	**1,154.5**	**6.0%**

The 2015 Operating Budget for Legal Services provides $1.808 million to fund pressures arising from inflation and cost of living increases for staff. Through cost recoveries from external agencies and efficiencies, the Program was able to reduce this pressure, bringing Legal Services' 2015 Operating Budget increase to $1.155 million or 6.0% from 2014. Any further reductions would severely impact service levels.

Trends:

- With the Program facing significant retirements over the next 5 years, Legal Services recruits junior lawyers, where feasible, to replace senior lawyers resulting in a reduction in salary and benefit costs.
- Legal Services continues to experience a significant increase in workload associated with the Metrolinx project, Toronto Transit Extension and OMB hearings.

2015 Operating Budget Overview

Legal Services provides the highest quality of legal services to the City of Toronto and functions as a strategic resource for Council, City Divisions and Agencies. Legal Services responds to the increasing demand for legal services and promotes risk management and various mitigation strategies.

Fast Facts

- Legal Service Prosecutors holds approximately 80,000 Early Resolution meetings with over 88% being resolved.
- Legal Services has attended approximately 83 appeals at the Ontario Municipal Board from the Committee of Adjustment decisions in 2014, an increase of approximately 51% from 2012.

2014 Key Service Accomplishments

- ✓ Provided Strategic legal advice and services respecting 2015 Pan Am Games
- ✓ Represented City's interests at Ontario Municipal Board on appeals of harmonized City-wide Zoning By-law including settling appeals where warranted.
- ✓ Provided strategic legal advice with respect to establishment of Local Appeal Body.
- ✓ Provided strategic legal advice with respect to implementation of a development permit system.
- ✓ Represented City's interests at Ontario Municipal Board with respect to major redevelopment projects including the Central Waterfront, Mirvish/Gehry proposal at King Street West and John Street and at 1 and 4 Yonge Street.
- ✓ Provided strategic legal advice and services respecting transit matters including Eglinton LRT, TTC Spadina subway extension and Union-Pearson Express including land acquisitions, road crossing agreements and construction issues.
- ✓ Provided strategic legal services to Metrolinx to acquire by transfer or expropriation approximately 100 property interests required for construction of the Eglinton Crosstown.
- ✓ Provide strategic legal advice respecting new policies for retention of employment lands as provided for in municipal comprehensive five year review of Official Plan.
- ✓ Provided strategic legal advice respecting taxi review and defended City's position in any potential legal challenges.
- ✓ Provided strategic legal advice and services respecting the establishment of the Rouge National Urban Park.
- ✓ Provided strategic legal advice respecting development and implementation of plans for the management and proper disposal of excess soils in accordance with new Ministry of Environment Guidelines.
- ✓ Represented City's position on Line 9 at the Ontario Energy Board.
- ✓ Provided strategic legal services to implement TTC's Easier Access Projects.
- ✓ Provided strategic legal services respecting the redevelopment of Seaton House.
- ✓ Provided strategic legal advice to Toronto Police Services Board respecting the review and implantation of new policies to address street carding and racial profiling.
- ✓ Provided strategic legal advice respecting M.R.A.B. orders with respect to Building Code compliance and represented City's position in prosecutions.
- ✓ Provided strategic legal advice respecting changes to Fire Charges and represent City's position in prosecutions.
- ✓ Provided strategic legal advice respecting on outcome of Elliott Lake Judicial Inquiry.
- ✓ Provided strategic legal advice respecting 2014 Municipal Election.
- ✓ Provided legal advice to City staff in relation to matters associated with the application of City policies and the principles and values contained in the Public Service By-law including, but not limited to, advising the City Clerk in relation to the application of City Policies to Councillor Office staff in advance of the Municipal election.
- ✓ Provided strategic legal advice respecting the Public Service By-law.
- ✓ Provided strategic legal advice respecting implementation of walk-in early resolution and introduction of e-ticketing.
- ✓ Provided relevant legal training seminars to staff of client divisions to increase their efficiency and effectiveness in their operational areas.
- ✓ Represented City's position in Blue Box arbitration to resolve dispute as to how much City is entitled to be reimbursed by Stewardship Ontario as a result of running the residential blue box program.

- ✓ Provided educational seminars to operating divisions with a view of minimizing claims against the City and assisting in the defence of claims mode.
- ✓ Represented City's position in prosecutions of fixed fines for parking offences.
- ✓ Provided strategic legal advice to resolve disputes relating to payments in lieu of taxes on federal and provincial properties including the CBC, West Don lands and Toronto Port Authority.
- ✓ Provided strategic legal services to resolve Sunrise Propane litigation and recovered City expenses.
- ✓ Provided strategic legal advice to the Sign by-law Unit to develop processes and procedures for the recovery of outstanding taxes pursuant to the Sign Tax By-law.

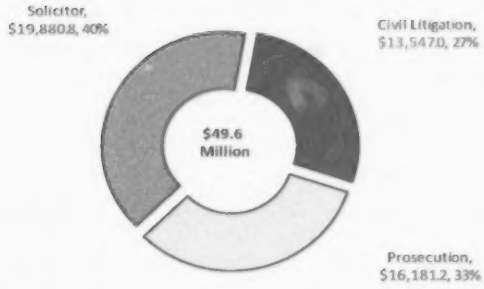
Our Service Deliverables for 2015

Legal Services is responsible for the provision of legal services and the promotion of risk management and mitigation strategies. The 2015 Operating Budget will provide funding to:

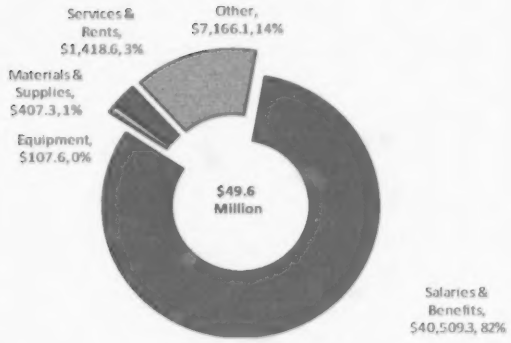
- Conduct Arbitrations and Mediations, Pre-Trials, Tribunal Hearings, Court, Hearings of Necessity and Discoveries.
- Attend Committee/Community Councils and City Council meetings.
- Prosecute a wide range of City by-laws and Provincial statute violations, including:
  - Sewer pollution, tree destruction, parking offences, Fire Code and Building violations, and zoning.
  - Inspector training and agreement negotiations relating to provincial offences.
- Provide strategic and legal advice in the following practice areas:
  - Municipal Law: Provide expert legal advice and opinions related to issues within City operations and corporate initiatives including negotiating and drafting contracts.
  - Planning and Tribunal Law: Provide advice to City Council and staff on the use and development of land and policy related matters.
  - Real Estate Law: Provide assistance and advice on a wide-range of diverse and sophisticated real estate transactions relating to the City's property interests.
  - Employment Law: Provide assistance and legal advice to the City and its Agencies, Boards and Commissions relating to Employment law and issues arising from collective agreements between the City and its unions.
- Represent and defend the City of Toronto at all levels of courts and tribunals which include the Ontario Municipal Board, the Alcohol and Gaming Commission, the Labour Relations Board, the Human Rights Tribunal and the Workplace Safety and the Insurance Appeals Tribunal.

Where the money goes:

2015 Budget by Service
$49.6 Million

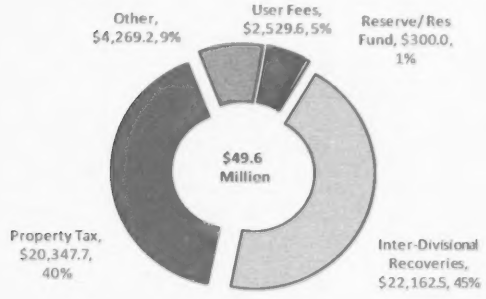


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

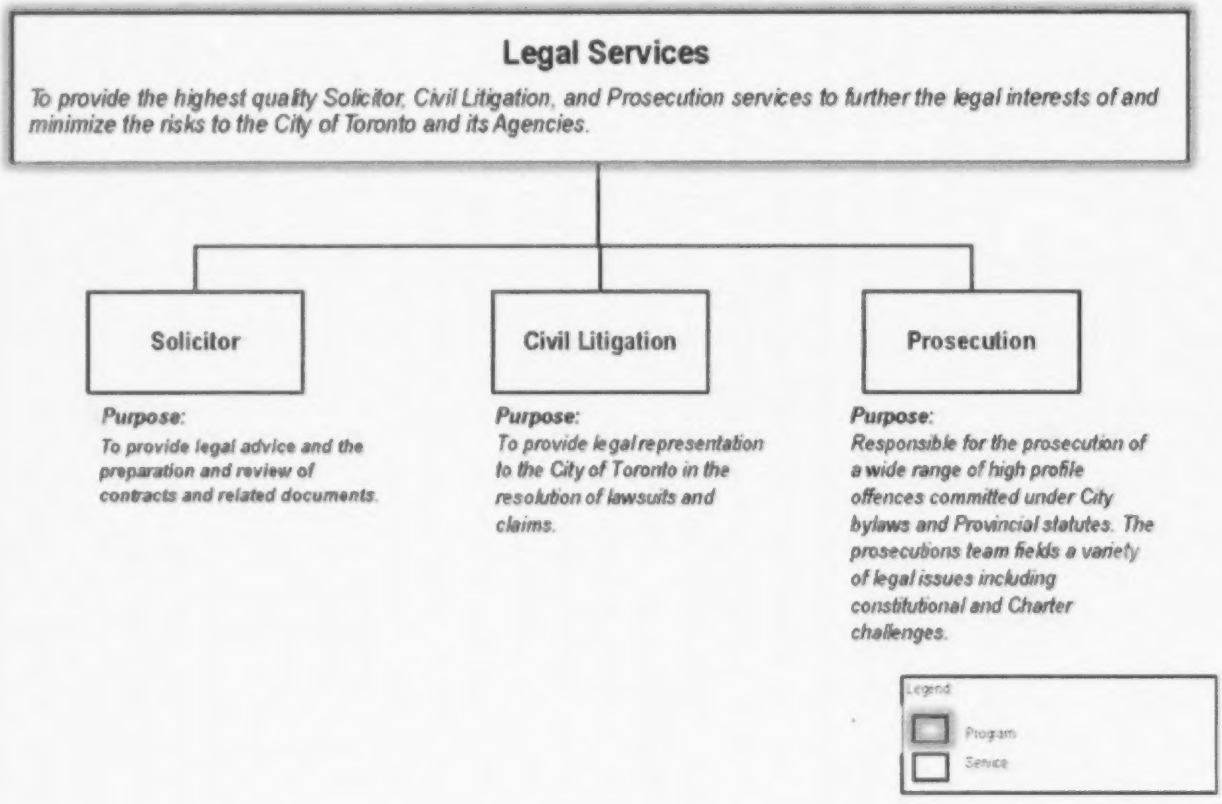
- **Managing increased service demands** and responding to changes in legislation.
  - ✓ Maintain up to date knowledge of Provincial Legislation changes.
- **Supporting and attending Ontario Municipal Board (OMB) and Alcohol and Gaming Commission hearings** that have increased in complexity and duration, without additional resources.
  - ✓ Limit the attendance at Ontario Municipal Board hearings.
  - ✓ Promote risk management and mitigation strategies.
- **Retaining knowledge**, as the Program is expected to experience a significant increase in retirements in the next 5-10 years.
  - ✓ Enhance succession planning to maintain the core body of knowledge and staffing complement within the division.

2015 Operating Budget Highlights

The 2015 Operating Budget provides funding to:

- Address the increased demand for Solicitor Services to support the Toronto Yonge-Spadina Subway Extension Line Project.
- Internal legal support for insurance claims, reducing the outsourcing of related work to external law firms, resulting in cost savings to the City.
- As the budget for Legal Services is predominantly for staff salaries, recommended increases in the 2015 Operating Budget pertain to inflation and cost of living increases for staff. The Program was able to contain all other expenditures.

Program Map


Legal Services
To provide the highest quality Solicitor, Civil Litigation, and Prosecution services to further the legal interests of and minimize the risks to the City of Toronto and its Agencies.
Solicitor
Purpose:
To provide legal advice and the preparation and review of contracts and related documents.
Civil Litigation
Purpose:
To provide legal representation to the City of Toronto in the resolution of lawsuits and claims.
Prosecution
Purpose:
Responsible for the prosecution of a wide range of high profile offences committed under City bylaws and Provincial statutes. The prosecutions team fields a variety of legal issues including constitutional and Charter challenges.
Legend
Program
Service

Service Customer

Solicitor

- Mayor and City Council
- City Divisions
- Agencies

Civil Litigation

- Mayor and City Council
- City Divisions
- Agencies

Prosecution

- Mayor and City Council
- City Divisions
- Agencies
- Municipal Bylaw offender
- Provincial Statute offender

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget						Incremental Change			
(In $000s)	Approved Budget	Actual	Base Budget	Service Changes	2015 Base	2015 New/Enhanced	2015 Budget	2015 Budget vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$		$	$	$	$	%	$	%	$	%
Civil Litigation													
Gross Expenditures	8,455.8	12,544.2	13,372.9	(77.6)	13,295.3	251.7	13,547.0	5,091.2	60.2%				
Revenue	5,472.0	4,718.5	7,117.4	(1,790.5)	5,326.9	251.7	5,578.6	106.6	1.9%				
Net Expenditures	2,983.8	7,825.7	6,255.5	1,712.9	7,968.4		7,968.4	4,984.6	167.1%				
Prosecution													
Gross Expenditures	7,768.9	13,197.5	16,181.2		16,181.2		16,181.2	8,412.3	108.3%				
Revenue	14,094.1	12,025.5	13,758.1		13,758.1		13,758.1	(335.9)	(2.4%)				
Net Expenditures	(6,325.2)	1,172.0	2,423.0		2,423.0		2,423.0	8,748.2	(138.3%)				
Solicitor													
Gross Expenditures	30,819.8	19,118.4	19,511.7	(58.0)	19,453.7	586.9	19,880.8	(10,939.1)	(35.5%)	77.3	0.4%	329.0	1.6%
Revenue	8,285.2	8,288.1	6,895.0	2,442.6	9,337.6	586.9	9,924.5	1,639.2	19.8%				
Net Expenditures	22,534.6	10,830.3	12,616.7	(2,500.6)	10,116.1		9,956.3	(12,578.3)	(55.8%)			329.0	3.2%
Total													
Gross Expenditures	47,044.5	44,860.1	49,065.7	(135.6)	48,930.1	838.6	49,608.9	2,564.4	5.5%	77.3	0.2%	329.0	0.7%
Revenue	27,851.3	25,032.1	27,770.5	652.1	28,422.6	838.6	29,261.2	1,409.9	5.1%				
Total Net Expenditures	19,193.2	19,828.0	21,295.2	(787.7)	20,507.5		20,347.7	1,154.5	6.0%	77.3	0.4%	329.0	1.6%
Approved Positions	297.0	297.0	297.4	(1.0)	295.4	6.0	301.4	4.4	1.5%				

The Legal Services' 2015 Total Operating Budget is $49.609 million gross and $20.348 million net. The net budget increased by $1.155 million or 6.0% due to the following:

- Legal Services experienced a $1.942 million pressure, mainly as a result of salary and benefit increases from cost of living adjustments, step and progression pay common across all services.
- Pressures are partially offset through cost containment measures achieved by filling senior vacant positions with junior lawyers, conversion of vacant Director and Solicitor 1 positions with 2 Practice Leads, and adjustments to interdivisional revenues to recover inflationary costs from other divisions totaling $0.788 million.

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total Service Changes			Incremental Change			
	Civil Litigation		Prosecution		Solicitor		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
Insurance Claims Positions	251.7						251.7		2.0				
Toronto Yonge-Spadina Subway Extension Positions					390.6		390.6		3.0				
Sub-Total	251.7				390.6		642.4		5.0				
New Service Priorities													
(a) New Services													
Information Technology Solicitor					196.2		196.2		1.0				
Sub-Total					196.2		196.2		1.0				
Total	251.7				586.9		838.6		6.0				

Enhanced Service Priorities ($0.642 million gross & $0 net)

Increase Legal Insurance Claims Support

- In order to be more cost efficient, the Civil Litigation Service is increasing the complement of lawyers in order to reduce the outsourcing of insurance claims related work to external law firms. The increase provides funding for one solicitor position and one law clerk that will result in an increase of $0.252 million gross and zero net, funded through the Insurance Reserve.
- Preliminary financial analysis indicates that approximately $0.320 million in savings in insurance claims legal work is anticipated to be realized reducing the draw from the Insurance Reserve in 2015 by performing the work internally instead of through a private law firm. The savings will be appropriately captured in the Non-Program Expenditure Budget through reduction in contributions to the Insurance Reserve.

Toronto Yonge Spadina Subway Extension Line

- The Toronto Yonge Spadina Subway Extension Line Project requires three temporary positions (Senior Solicitor, Law Clerk and Conveyancer) to address the growing demand for Solicitor Service, pertaining to Real Estate Law and land appropriations. The additional positions will result in an increase of $0.391 million gross and zero net, funded by the TTC.

New Service Priorities ($0.196 million gross & $0 net)

Information Technology Division Litigation/Solicitor Support

- The addition of one permanent Solicitor position in the Solicitor Service will assist with litigation and solicitor work for the Information Technology Division. The position will review and draft agreements pertaining to contracts for IT Projects, to ensure vendors meet requirements and projects complete. This will result in an increase of $0.196 million gross and zero net, to be funded through the IT Equipment Reserve Fund.

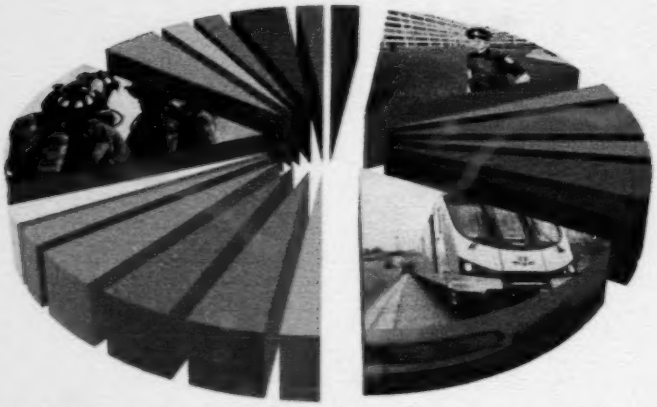
Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salary & Benefit Increases	77.3		77.3			329.0		329.0		
Sub-Total	77.3		77.3			329.0		329.0		
Total Incremental Impact	77.3		77.3			329.0		329.0		

Approval of the 2015 Base Budget for Legal Services will result in a 2016 incremental increase of $0.077 million in 2016 and incremental increase of $0.329 million in 2017 to maintain the 2015 service levels.

- Future year incremental costs are primarily attributable to progression pay and cost of living adjustments.



Office of the Chief Financial Officer

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $9.446 million as shown below.

			Change	
(In $000s)	2014 Budget	2015 Budget	$	%
Gross Expenditures	16,202.5	16,226.5	24.0	0.1%
Gross Revenue	6,756.7	6,780.7	24.0	0.0
Net Expenditures	9,445.8	9,445.8	-	-

The 2015 Operating Budget for the Office of the Chief Financial Officer provides $0.306 million to fund pressures arising mainly from inflationary and cost of living increases for staff. Through increased cost recoveries from internal and external sources, the Program was able to offset these pressures achieving 0% change, while maintaining the 2014 level of service.

2015 Operating Budget Overview

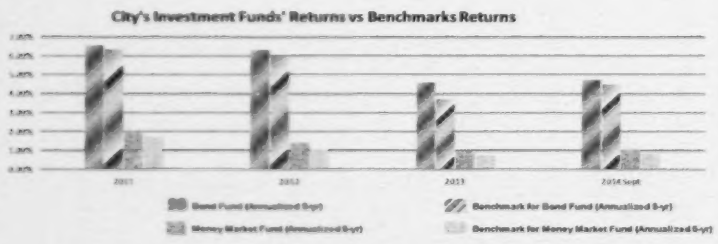
The Office of the Chief Financial Officer ensures the effective use of the Corporation's financial resources by providing sound financial planning and management and advice; maintaining financial control; developing and implementing effective financial strategies and providing timely, accurate, and efficient services to Divisions, Agencies, Council and the public.

Fast Facts

- The Office of the CFO:
- Manages the City's investment portfolio totalling $4.6 billion;
- Manages $1.9 billion in sinking funds and supports the City's pension and trust funds.
- Insures $15.0 billion worth of property.
- Recommends and provides financial oversight on a $11.5 billion Operating Budget and a $31.7 billion 10 - Year Capital Plan
- Maintain the City's fiscal health, by ensuring the debt servicing costs do not exceed 15% of property tax revenues.

Trends:

Key Performance Measure-Average Performance of City's Investment Funds



- The City's credit rating, which impacts its cost of borrowing continue to remain stable at AA+.
- Financial Planning will review and draft over 1,700 reports.

2014 Key Service Accomplishments

- ✓ Established and delivered the 2015 Budget process that accommodated the 2014 Municipal Election and accelerated approval timelines for City Council.
- ✓ Delivered the City's first service based operating budget in 2015.
- ✓ Reviewed and drafted over 1700 reports for financial implications and advice.
- ✓ Supported the election transitions, providing information and advice on the city's fiscal health, financial planning and management matters to prepare the Mayor-elect for the 2014-2018 terms of council.
- ✓ Coordinated the development of cluster 2015 Operating Budgets in accordance with divisional and cluster priorities and corporate guidelines and timelines.
- ✓ Coordinated the development of cluster 2015 Capital Budgets and 2016 to 2024 Capital Plans in accordance with corporate debt targets.
- ✓ Provided oversight of 2014 Operating (totaling $453M gross and $182M net) and Capital Budgets (totaling $467M) for cluster divisions through monitoring, corrective action and variance reporting and prepared performance statistics summary for Divisions.
- ✓ Coordinated and managed organizational and complement changes for cluster divisions through, oversight, tracking and reporting.
- ✓ Provided consulting, project management and coordination support to program reviews in Pension, Payroll & Employee Benefits and Corporate Finance – Insurance & Risk Management; and implementation of customer service strategy in Revenue Services Division.
- ✓ Timely preparation and distribution of financial and management reports to cluster divisions.
- ✓ Provision of accounting, payroll and purchasing services to support divisional operations.
- ✓ Produced Quarterly Management Information Dashboard for Deputy City Manager & Chief Financial Officer and senior management.
- ✓ Issued $600 million worth of debentures and managed principal and interest payments to support the City's capital works program.
- ✓ Managed the City's $4.6 billion investment portfolio.
- ✓ Managed the $1.9 billion in the sinking funds and supported the management of the City's pension fund and trust funds.
- ✓ Managed and administered a letter of credit portfolio of $100 million that provides security for the City in the event of non-performance by its vendors and other parties.
- ✓ Insured $15.0 billion worth of property.
- ✓ Processed up to 8,000 insurance claims including managing the defense of up to 2,500 legal claims.
- ✓ Reviewed approximately 370 contract reports for award by Bid Committee and approximately 40 contract reports for award by Council.
- ✓ Undertook a comprehensive review of all the City's credit and guarantee facilities.
- ✓ Contributed to the reform of the Taxi Cab Industry, and to the amendment of the Toronto's Imagination, Manufacturing, Innovation & Technology (IMIT) Financial Incentives Program to address the loss of smaller office buildings in the core.
- ✓ Contributed to the Special Purpose Business Assessment review undertaken by the Minister of Finance and Municipal Property Assessment Corporation.
- ✓ Provided support to Downsview Park funding strategy, Transit Task Force strategy, and Toronto Transit Commission life cycle cost review.
- ✓ Contributed to the City's response to the Provincial review of the Development Charges Act.
- ✓ Provided project analysis, advisory, negotiation and research services for major corporate initiatives and multi-lateral projects – Toronto-York Spadina Subway Extension, Waterfront Revitalization, Pan Am Games , Scarborough Subway, and other transportation/transit funding

including reviewing new revenue tools for Metrolinx funding,. Lawrence Heights Revitalization, Gardiner expressway rebuild, review of taxi industry, independence of the Toronto Zoo, Seaton House, North St. Lawrence Market.

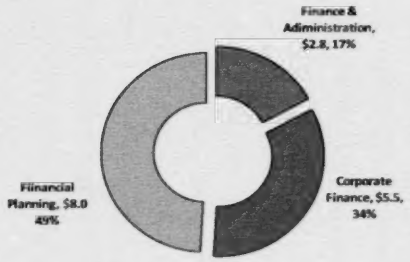
Our Service Deliverables for 2015

The Office of the Chief Financial Officer provides quality financial and shared services; corporate strategic, financial and risk management expertise; and Corporate Financial Planning, Management, Reporting and Control services to ensure the fiscal sustainability of the City in delivering programs and services to the public.

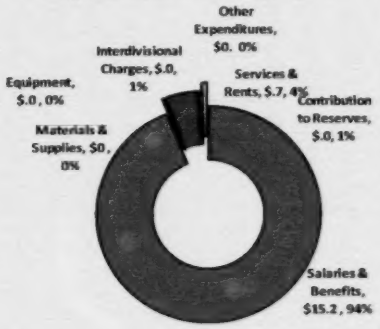
- Deliver a Multi-Year Operating Budget and Plan that sets priorities and is service-based, balanced and sustainable.
- Deliver a 10-Year Capital Budget and Plan within the affordability guidelines of the City that addresses priorities and reduces the backlog of State of Good Repair.
- Process up to 7,000 insurance claims including managing the defense of up to 2,500 legal claims.
- Complete the development charge background study for Scarborough Subway and Portlands, and present revised by-laws for Council consideration and adoption.
- Insure $15.0 billion worth of property.
- Deliver the first budget for the new term of Council.
- Pilot a Participatory Budget Process in conjunction with the City Manager's office.
- Provide financial advice on an estimated 1,700 reports to Standing Committees and Council.
- Review and revise the Financial Control By-Law.

Where the money goes:

2015 Budget by Service
$16.227 Million

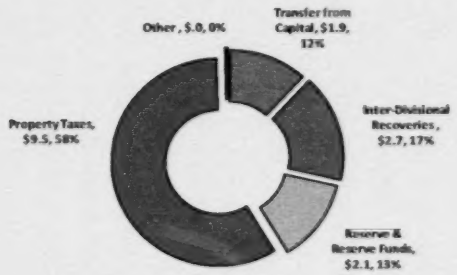


2015 Budget by Expenditure Category


Other Expenditures, $0. 0%
Interdivisional Charges, $.0, 1%
Equipment, $.0, 0%
Services & Rents, $.7, 4%
Contribution to Reserves, $.0, 1%
Materials & Supplies, $0, 0%
Salaries & Benefits, $15.2, 94%

Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Delivering a Long-Term Financial Plan** that provides for sustainable services and reliable infrastructure with modest impacts to tax payers.
- **Continuing to streamline and re-engineer service delivery processes** that will reduce the cost structure and maximize non-tax revenue sources.
  - The 2015 Operating Budget includes $0.099 million to provide additional support for the Shared Services project.
- **Addressing capital funding challenges** from the rising state-of-good repair backlog and growth demands.
  - Continuing to leverage City assets and establish non-debt strategies to generate funding for unmet capital needs and help offset new debt requirements.
  - The 2015-2024 Capital Plan includes an additional $1.6 billion over the 10 year period to address critical capital investments and SOGR backlog.
- **Enhancing transparency** and accountability of the City budget.
  - Continue implementing service-based and performance focused multi-year planning and budgeting so that residents will know City service costs, service levels and key deliverables.

2015 Operating Budget Highlights

The 2015 Operating Budget of $16.227 million net provides funding for:

- Inflationary costs for salaries and benefits ($0.356 million).

Program Map

The Office of the Chief Financial Officer delivers 3 main services, Finance & Administration, Corporate Finance and Financial Planning as detailed in the following Program Maps:

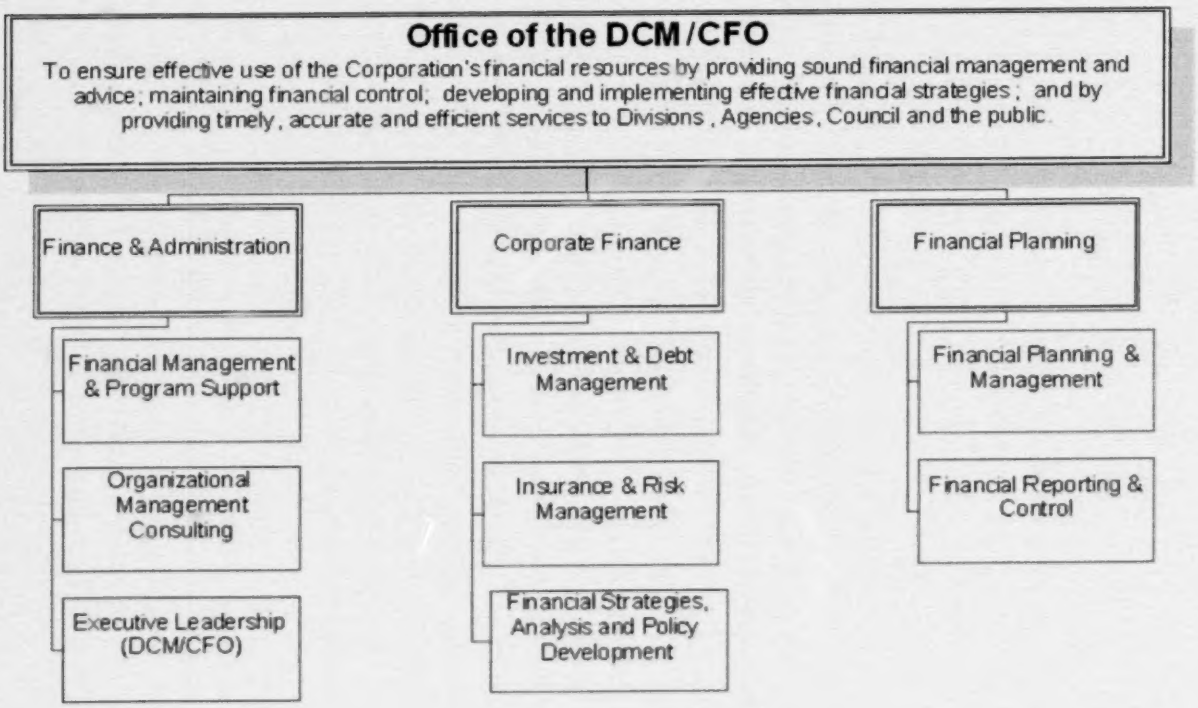

Office of the DCM/CFO
To ensure effective use of the Corporation's financial resources by providing sound financial management and advice; maintaining financial control; developing and implementing effective financial strategies; and by providing timely, accurate and efficient services to Divisions, Agencies, Council and the public.
Finance & Administration
Financial Management & Program Support
Organizational Management Consulting
Executive Leadership (DCM/CFO)
Corporate Finance
Investment & Debt Management
Insurance & Risk Management
Financial Strategies, Analysis and Policy Development
Financial Planning
Financial Planning & Management
Financial Reporting & Control

Table 1

2015 Operating Budget and Plan by Service

	2014	2015 Operating Budget				Incremental Change 2016 and 2017 Plan					
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Finance & Administration											
Gross Expenditures	2,672.9	2,591.2	2,672.9	99.0	2,771.9	99.0	3.7%	53.7	1.9%	26.5	0.9%
Revenue	87.3	87.3	87.3	99.0	186.3	99.0	113.4%	31.4	16.9%	3.2	1.5%
Net Expenditures	2,585.6	2,503.9	2,585.6		2,585.6			22.3	0.9%	23.3	0.9%
Corporate Finance											
Gross Expenditures	5,217.9	4,749.0	5,407.5	69.5	5,477.0	259.1	5.0%	74.7	1.4%	6.9	0.1%
Revenue	3,455.6	3,053.2	3,645.2	69.5	3,714.7	259.1	7.5%	55.6	1.5%	5.4	0.1%
Net Expenditures	1,762.3	1,695.8	1,762.3		1,762.3			19.1	1.1%	1.5	0.1%
Financial Planning											
Gross Expenditures	8,311.7	7,286.2	7,977.6		7,977.6	(334.1)	(4.0%)	(192.2)	(2.4%)	(1,528.1)	(19.6%)
Revenue	3,213.8	2,799.4	2,879.7		2,879.7	(334.1)	(10.4%)	(306.0)	(10.6%)	(1,601.3)	(62.2%)
Net Expenditures	5,097.9	4,486.8	5,097.9		5,097.9			113.8	2.2%	73.2	1.4%
Total											
Gross Expenditures	16,202.5	14,626.4	16,058.0	168.5	16,226.5	24.0	0.1%	(63.8)	(0.4%)	(1,494.7)	(9.2%)
Revenue	6,756.7	5,939.9	6,612.2	168.5	6,780.7	24.0	0.4%	(219.0)	(3.2%)	(1,592.7)	(24.3%)
Total Net Expenditures	9,445.8	8,686.5	9,445.8		9,445.8			155.2	1.6%	98.0	1.0%
Approved Positions	112.0	100.0	112.0	2.0	114.0	2.0	1.8%			(12.0)	(10.5%)

The Office of the Chief Financial Officer's 2015 Total Operating Budget is $16.227 million gross and $9.446 million net, reflecting 0% increase over the 2014 Approved Net Operating Budget.

- Base pressures of $0.306 million net were offset by base revenue adjustments of $0.306 million bringing the 2015 Base budget to $9.446 million net or 0% over the 2014 Approved Budget of $9.446 million net.
- All three services in the Office of the Chief Financial Officer are experiencing inflationary and cost of living increases in salary and benefits totaling $0.356 million net. The above pressures are reduced by internal and external recoveries to offset these costs.
- New and Enhanced Services in the 2015 Operating Budget include 1 new temporary Policy & Research Analyst position in Finance & Administration to support the Shared Services Project for $0.099 million gross and $0 net, funded from the Innovation Reserve Fund and 1 new Senior Investment Analyst in Corporate Finance for $0.070 million gross and recovered from additional investment income generated and included in the Non-Program Revenue Budget for net $0 cost to the Program.
- The 2016 and 2017 Plans reflect the inflationary cost increases for progression pay, step and annualization of 2015 new positions. No cost of living allowance is included in 2016 due to 2016 being the year in which the next cycle of collective bargaining begins.

Table 2

2015 Total New & Enhanced Service Priorities Summary

	New and Enhanced				Total Service Changes			Incremental Change			
	Finance & Administration		Corporate Finance		$	$	#	2016 Plan		2017 Plan	
Description ($000s)	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
Policy & Research Analyst-Shared Services	99.0				99.0		1.0				
Senior Investment Analyst			69.5		69.5		1.0				
Sub-Total	99.0		69.5		168.5		2.0				
Total	99.0		69.5		168.5		2.0				

New enhanced priorities and services representing no increase net are detailed below:

Enhanced Service Priorities ($0.099 million gross & $0.000 million net)

Policy & Research Analyst- Shared Services ($0.099 million gross and $0 million net)

- A new temporary Policy & Research Analyst position to provide support for the Shared Services project is beginning April 1st, 2015 at a cost of $0.099 million gross in 2015 and annualized additional cost of $0.031 million gross in 2016 will be recovered from the Innovation Reserve Fund at a net $0 cost.

Senior Investment Analyst ($0.070 million gross and $ 0 million net)

- Effective June 1, 2015, a Senior Investment Analyst position is to improve risk-adjusted investment earnings, robust management of financial and operational risk and reducing the cost of capital. Funding of $0.070 million is required in 2015 and an additional $0.058 million in 2016, which will be recovered from additional investment income generated and included in Non Program for a net $0 cost.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay & Salary & Benefits Adjustments	162.0	6.8	155.2	1.6%		115.7	17.7	98.0	1.0%	
Capital Project Delivery	(314.9)	(314.9)				(1,610.4)	(1,610.4)			(12.0)
Annualization	89.1	89.1								
Sub-Total	(63.8)	(219.0)	155.2	1.6%		(1,494.7)	(1,592.7)	98.0	1.0%	(12.0)
Total Incremental Impact	(63.8)	(219.0)	155.2	1.6%		(1,494.7)	(1,592.7)	98.0	1.0%	(12.0)

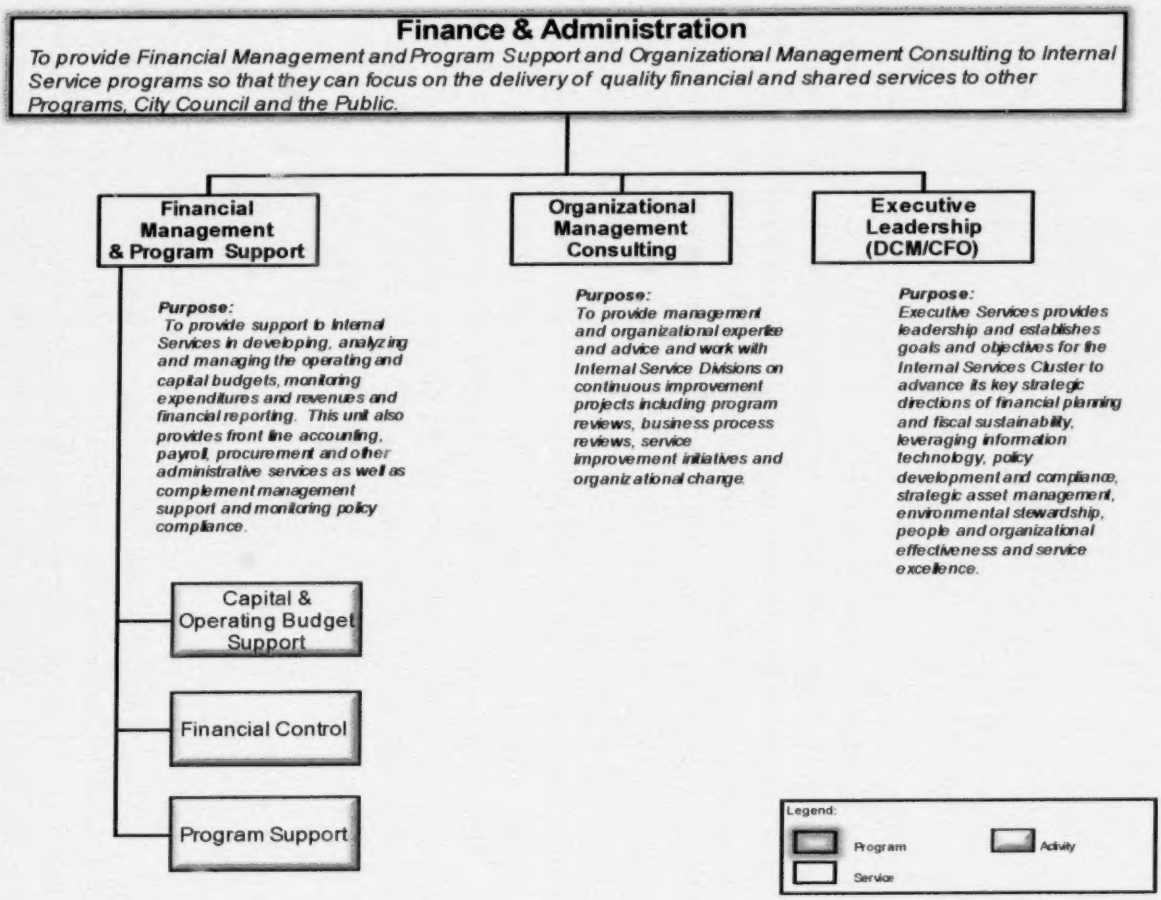
Approval of the 2015 Base Budget for the Office of the Chief Financial Officer will result in a 2016 net incremental increase of $0.155 million and in 2017 net incremental increase of $0.098 million respectively to maintain the 2015 service levels.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay, and benefit increases will result in an increased pressure of $0.155 million net in 2016 and $0.098 million net in 2017. Since 2016 is a collective bargaining year, no estimate of costs of living is included.
- Adjustments to salaries and benefits for temporary positions pertaining to capital projects will result in a decrease of $0.315 million gross and $0 net in 2016 and $1.610 million gross and $0 million net in 2017.
- Annualization of new positions in 2015 will result in increases of $0.089 million in 2016.

Finance & Administration


Finance & Administration
To provide Financial Management and Program Support and Organizational Management Consulting to Internal Service programs so that they can focus on the delivery of quality financial and shared services to other Programs, City Council and the Public.
Financial Management & Program Support
Organizational Management Consulting
Executive Leadership (DCM/CFO)
Purpose:
To provide support to Internal Services in developing, analyzing and managing the operating and capital budgets, monitoring expenditures and revenues and financial reporting. This unit also provides front line accounting, payroll, procurement and other administrative services as well as complement management support and monitoring policy compliance.
Purpose:
To provide management and organizational expertise and advice and work with Internal Service Divisions on continuous improvement projects including program reviews, business process reviews, service improvement initiatives and organizational change.
Purpose:
Executive Services provides leadership and establishes goals and objectives for the Internal Services Cluster to advance its key strategic directions of financial planning and fiscal sustainability, leveraging information technology, policy development and compliance, strategic asset management, environmental stewardship, people and organizational effectiveness and service excellence.
Capital & Operating Budget Support
Financial Control
Program Support
Legend:
Program
Activity
Service

Service Customer

Financial Management & Program Support

- City Manager
- DCM/CFO
- Budget Committee
- Internal Services Divisions
- Other City Divisions

Organizational Management Consulting

- DCM/CFO
- Internal Services Divisions

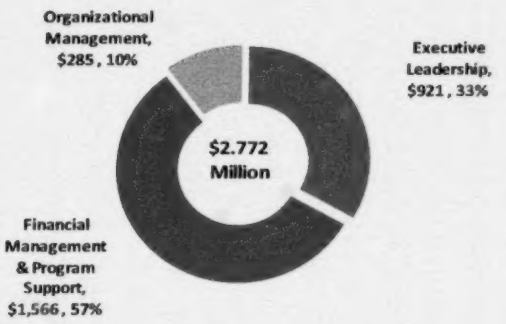
Executive Leadership (DCM/CFO)

- City Manager and DCMs
- City Council and Committees
- Mayor and Councillors
- City Divisions and Agencies
- Property Owners/Taxpayers
- Media

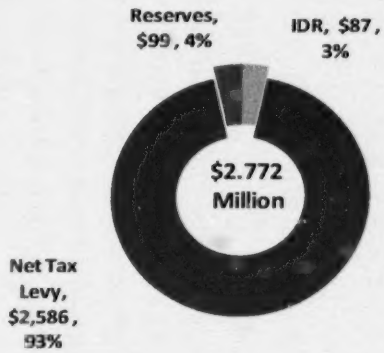
What we do

Provide Financial Management, Program Support and Organizational Management Consulting to Internal Service programs so that they can focus on the delivery of quality financial and shared services to other Programs, City Council and the Public.

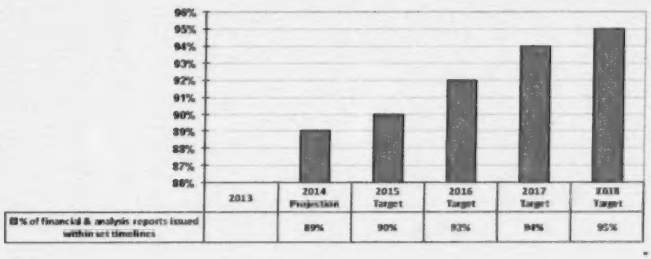
2015 Service Budget by Activity ($000s)


Organizational Management, $285, 10%
Executive Leadership, $921, 33%
$2.772 Million
Financial Management & Program Support, $1,566, 57%

Service by Funding Source ($000s)



% of Financial & Analysis Reports Issued within set Timelines



- Tracking of actual data for issuing of financial and analysis reports began in 2014.
- In 2014, Finance & Administration will issue 89% of financial and analysis reports within set timelines.
- Finance & Administration staff will strive for 90% achievement in 2015 towards a goal of 95% in 2018.

2015 Service Levels

Finance & Administration

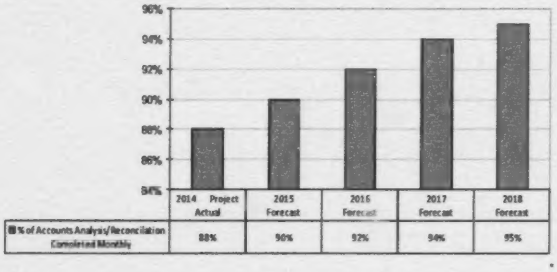
Type	Sub-Type	Status	Approved Service Levels				
			2011	2012	2013	2014	2015
		Approved					
Capital & Operating Budget Support	Capital Budget	Approved	Capital Budget and 10 Year Plan of Capital Works prepared annually				Capital Budget and 10 Year Plan of Capital Works prepared annually
	Operating	Approved	Operating Budget prepared annually				Operating Budget prepared annually
Financial Control	Management Reports	Approved	Statistics Canada Report on Capital Expenditures is prepared and submitted annually			Statistics Canada Report on Capital Expenditures is prepared and submitted semi-annually	Statistics Canada Report on Capital Expenditures is prepared and submitted semi-annually
		Approved	Consultants' expenditure report prepared annually				Consultants' expenditure report prepared annually
		Approved	DPO Activity Report, Blanket Contracts, PO Compliance and Parked Document reports reviewed and distributed monthly				DPO Activity Report, Blanket Contracts, PO Compliance and Parked Document reports reviewed and distributed monthly
		Approved	Attendance Management Reports prepared and distributed monthly				Attendance Management Reports prepared and distributed monthly
	Variance Reports	Approved	Capital and Operating Variance Reports and Cluster Performance Statistics are prepared and consolidated quarterly				Capital and Operating Variance Reports and Cluster Performance Statistics are prepared and consolidated quarterly
	Financial Oversight	Approved	accounts analysis and journal entries reviewed monthly				accounts analysis and journal entries reviewed monthly
		Approved	Review and coordination of cluster signing authorities completed annually				Review and coordination of cluster signing authorities completed annually
	Payroll Reports	Approved	Additional Cost, Bank Balance and Labour Distribution and Overtime Reports prepared and distributed bi-weekly				Additional Cost, Bank Balance and Labour Distribution and Overtime Reports prepared and distributed bi-weekly
Program Support	Accounting	Approved	Cheque requisitions, goods receipt, new vendor accounts and petty cash reimbursements are processed within 3-5 business days of receipt				Cheque requisitions, goods receipt, new vendor accounts and petty cash reimbursements are processed within 3-5 business days of receipt
		Approved	Pcard transactions are reviewed and approved monthly				Pcard transactions are reviewed and approved monthly
		Approved	Retention of accounting records on a daily basis				Retention of accounting records on a daily basis
	Purchasing	Approved	Contract release orders (CRO), corporate express requisitions, divisional purchase orders (DPO), material stores requisitions are processed within 3-5 business days				Contract release orders (CRO), corporate express requisitions, divisional purchase orders (DPO), material stores requisitions are processed within 3-5 business days
		Approved	Purchase requisitions and sole source documentation are processed within 5-10 business days				Purchase requisitions and sole source documentation are processed within 3-5 business days
		Approved	Corporate calls are managed within standards established by PMMD				Corporate calls are managed within standards established by PMMD
		Approved	Retention of purchasing records on a daily basis				Retention of purchasing records on a daily basis

Type	Sub-Type	Status	Approved Service Levels				
			2011	2012	2013	2014	2015
	Payroll	Approved	Time and attendance reporting and pay advice distribution are completed bi-weekly				Time and attendance reporting and pay advice distribution are completed bi-weekly
		Approved	Reimbursement of employee expenses are processed bi-weekly				Reimbursement of employee expenses are processed bi-weekly
		Approved	Benefit changes and employee payroll data updates are processed within 10 business days from date of notification				Benefit changes and employee payroll data updates are processed within 5-7 business days from date of notification
		Approved	Retention of payroll records on a daily basis				Retention of payroll records on a daily basis
	Organizational Support	Approved	Organizational charts are revised as required				Organizational charts are revised as required
		Approved	Organizational change approval (OCA) requests are reviewed and processed within 10 business days of receipt				HR Organizational Management eRequests (HOMeR) are reviewed and processed within 5-7 business days of receipt
		Approved	Staff requisition requests are reviewed and sent for DCM approval within 5-8 days of receipt				Staff requisition requests are reviewed and sent for DCM approval within 5-7 days of receipt
		Approved	Cluster summary of Conferences/seminars is compiled annually for DCM's approval				Cluster summary of Conferences/seminars is compiled annually for DCM's approval
		Approved	Project specific				Project specific

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Service Performance

Effectiveness Measure -% of Accounts Analysis/Reconciliation completed monthly



- Tracking of actual data for completed accounts analysis/reconciliation began in 2014.
- In 2014, Finance & Administration will complete 88% of accounts analysis/reconciliation monthly.
- Finance & Administration staff will strive for 90% in 2015 towards a goal of 95% in 2018.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Executive Leadership	824.4	822.1		822.1	(2.3)	(0.3%)	99.0	921.1	96.7	11.7%	48.2	5.2%	21.2	2.2%
Financial Management & Program Support	1,573.7	1,565.9		1,565.9	(7.8)	(0.5%)		1,565.9	(7.8)	-0.5%	0.5	1.2%	1.2	0.1%
Organizational Management	274.8	284.9		284.9	10.1	3.7%		284.9	10.1	3.7%	5.0	4.1%	4.1	1.4%
Total Gross Exp.	2,672.9	2,672.9		2,672.9	0.0	0.0%	99.0	2,771.9	99.0	3.7%	53.7	1.9%	26.5	0.9%
REVENUE														
Executive Leadership	87.3	87.3		87.3			99.0	186.3	99.0	113.4%	31.4	16.9%	3.2	1.5%
Financial Management & Organizational Management														
Total Revenues	87.3	87.3		87.3			99.0	186.3	99.0	113.4%	31.4	16.9%	3.2	1.5%
NET EXP.														
Executive Leadership	737.1	734.8		734.8	(2.3)	(0.3%)		734.8	(2.3)	-0.3%	16.8	2.3%	18.0	2.4%
Financial Management & Program Support	1,573.7	1,565.9		1,565.9	(7.8)	(0.5%)		1,565.9	(7.8)	-0.5%	0.5	0.0%	1.2	0.1%
Organizational Management Consulting	274.8	284.9		284.9	10.1	3.7%		284.9	10.1	3.7%	5.0	1.8%	4.1	1.4%
Total Net Exp.	2,585.6	2,585.6		2,585.6	(0.0)	(0.0%)		2,585.6	0.0	0.0%	22.3	0.9%	23.3	0.9%
Approved Positions	19.0	19.0		19.0			1.0	20.0	1.0	5.3%		0.0%		

Finance & Administration provides Financial Management and Program Support and Organizational Management Consulting to Internal Service programs so that they can focus on the delivery of quality financial and shared services to other Programs, City Council and the Public.

The 2015 Operating Budget for Finance & Administration of $2.772 million gross and $2.586 million net is $0 or 0% over the 2014 Approved Net Budget.

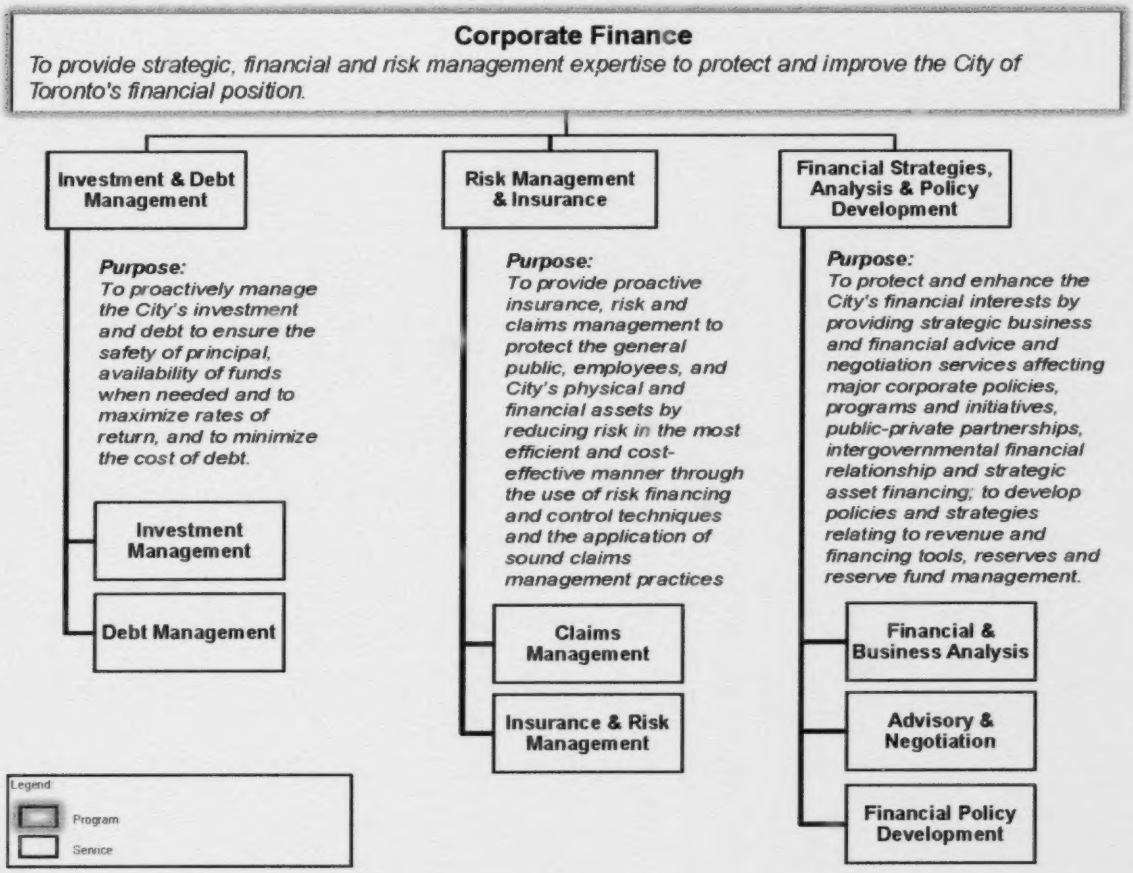
- Base Budget pressures are primarily attributable to salary and benefit increases for COLA, step increases, and progression pay.
  - The contractually obligated increases of 2.25% cost of living allowance, progression pay, step adjustments and maintaining gapping rate common among all activities result in an increase of $0.050 million in salaries and benefits.
- The base pressures are offset by a reduction in interdivisional charges from Internal Audit of $0.050 million in Financial Management & Program Support.

New Request

Funding of $0.099 million gross and $0 net in 2015, with an additional $0.031 million gross and $0 net in 2016 is for a new temporary Policy & Research Analyst position:

- The Policy & Research Analyst position will provide support to the Shared Services project by performing research, developing policy and providing advice on various aspects of shared services. The position will also assist the subject matter working groups with the assessment and redesign of business processes, the development of service level agreements and the creation of governance structures under an adopted shared services model.
- Funding for this program will be recovered from the Innovation Reserve Fund at a net $0 cost to Finance and Administration.

Corporate Finance


Corporate Finance
To provide strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.
Investment & Debt Management
Purpose:
To proactively manage the City's investment and debt to ensure the safety of principal, availability of funds when needed and to maximize rates of return, and to minimize the cost of debt.
Investment Management
Debt Management
Risk Management & Insurance
Purpose:
To provide proactive insurance, risk and claims management to protect the general public, employees, and City's physical and financial assets by reducing risk in the most efficient and cost-effective manner through the use of risk financing and control techniques and the application of sound claims management practices
Claims Management
Insurance & Risk Management
Financial Strategies, Analysis & Policy Development
Purpose:
To protect and enhance the City's financial interests by providing strategic business and financial advice and negotiation services affecting major corporate policies, programs and initiatives, public-private partnerships, intergovernmental financial relationship and strategic asset financing; to develop policies and strategies relating to revenue and financing tools, reserves and reserve fund management.
Financial & Business Analysis
Advisory & Negotiation
Financial Policy Development
Legend:
Program
Service

Service Customer

Investment & Debt Management
- Corporation
- Divisions
- Agencies
- Owned Subsidiaries
- Pension Funds
- Investment Advisory Committee

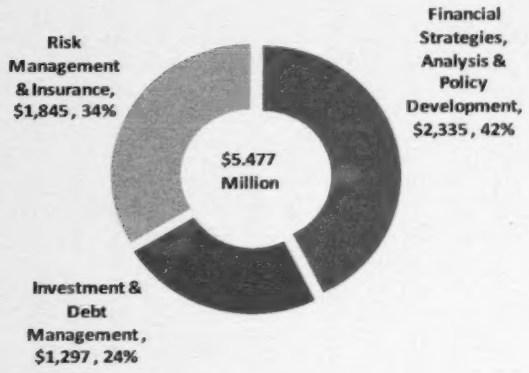
Risk Management & Insurance
- Claimants
- Insured Employees & Councillors
- Corporation
- Divisions
- Agencies (except Toronto Transit Commission, Toronto Community Housing Corporation, Toronto Parking Authority)

Financial Strategies, Analysis & Policy Development
- Council
- Mayor
- Divisions
- Agencies including Toronto Hydro, Toronto Community Housing Corporation, Toronto Portlands Corporation, Build Toronto, Invest Toronto
- Other orders of Government
- Public
- City Affiliated organizations

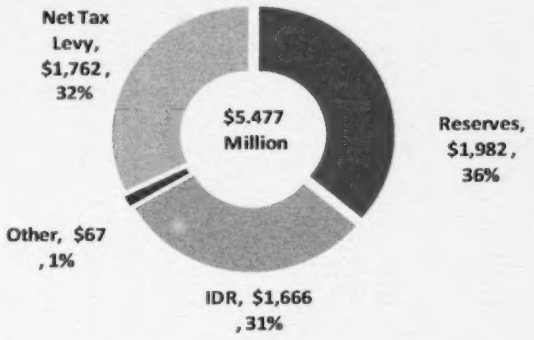
What we do

Provide strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

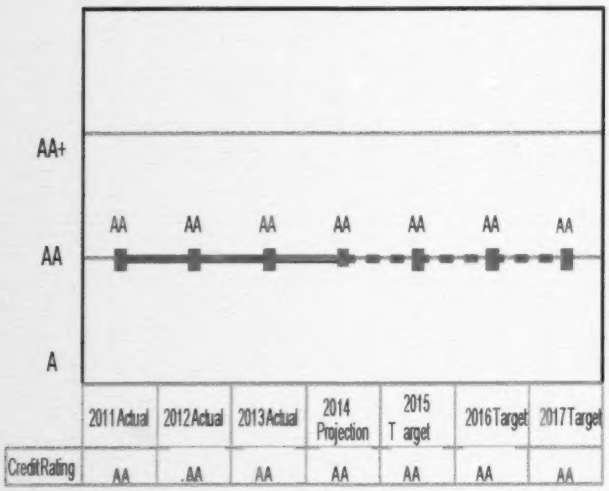
2015 Service Budget by Activity ($000s)


Risk Management & Insurance, $1,845, 34%
Financial Strategies, Analysis & Policy Development, $2,335, 42%
$5.477 Million
Investment & Debt Management, $1,297, 24%

Service by Funding Source ($000s)



Credit Rating



- The City's credit rating has maintained a stable outlook during difficult economic times due to:
  - Interest rate spreads remain stable in relation to the underlying Province of Ontario bonds and in relation to other municipalities.
  - The City has strong credit ratings of AA+ from Moody's, and AA from Standard and Poor's and DBRS. These ratings are based on Toronto's wealthy and diversified economy, low debt burden, very positive liquidity and positive financial management.
- These excellent ratings reflect the expectation that the City's economy will continue to generate taxable assessment growth.

2015 Service Levels

Corporate Finance

Type	Sub-Type	Approved Service Levels 2011	2012	2013	2014	2015
Money Market Funds		Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held				Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held
Sinking Funds		Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held				Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held
Bond Funds		Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held				Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held
City Owned Subsidiaries		Shareholder oversight/review of financial performance of Government Business Enterprises (Toronto Portland Corp., Invest Toronto, Build Toronto, Toronto Community Housing Corp, Toronto Hydro Corporation, and Toronto Parking Authority) as reported in financial statements and business plans, and implemented through shareholder directions			Shareholder oversight review of City Government Business Enterprises. Summaries of quarterly statements and subsidiary statements as available to CFO; Business Plans to CFO & CMO; Annual Financial Statements as attachment to CMO annual shareholder reports.	Shareholder oversight review of City Government Business Enterprises. Summaries of quarterly statements and subsidiary statements as available to CFO; Business Plans to CFO & CMO; Annual Financial Statements as attachment to CMO annual shareholder reports.
Investment strategy for owned subsidiaries		Asset monetization strategy review	Enwave Energy Corp sale process	Asset monetization strategy review		Asset monetization strategy review
Debentures		Interest rates and issuings spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year				Interest rates and issuings spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year
Loans					N/A in 2014	none
Third party loan or line of credit agreements executed		Financial performance of recipient organizations is assessed at least annually, but more frequently if information is available or issues are identified		Work with Facilities and programs to update energy finance policies in respect of Sustainable Energy Funds and internal (recoverable) loans for positive present value projects.	Provide corporate oversight	Provide corporate oversight
Debt strategy for owned subsidiaries			Issues are resolved in a timely manner and effort required is directly related to complexity of issue being resolved	Provide CFC input into updating of shareholder directions for THC and TCHC; develop and get Council approval of dividend policies for BT and TPLC.	Provide CFO input into updating of shareholders directions for THC and TCHC; develop and get Council approval of dividend policies for BT and TPLC.	Develop and get Council approval of dividend policies for BT and TPLC.

Type	Sub-Type	Approved Service Levels 2011	2012	2013	2014	2015
Credit Rating					Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating.	Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating.
Investor Relations					Attend 3 investor conferences, give presentations and meet upon request with investors.	Attend 3 investor conferences, give presentations and meet upon request with investors.
Claims Management – General Liability		Claimants notified within 2 weeks. Resolution of claims is often outside of City control and timing can range from a matter of days to several years where there is litigation or complicating factors		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.
Claims Management – Other Coverage		Claimants notified within 2 weeks. Resolution of claims is often outside of City control and timing can range from a matter of days to several years where there is litigation or complicating factors		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.
Insurance ~ Risk Financing – insurance policies, self insured funding		Coverage through external insurers is contracted annually and supplements internally funded levels. Deductible levels are approved by City Council and the upside limit of policy coverages are secured through the insurance markets and approved by Council.				Coverage through external insurers is contracted annually and supplements internally funded levels. Deductible levels are approved by City Council and the upside limit of policy coverages are secured through the insurance markets and approved by Council.
Insurance ~ Insurance Consulting		In accordance with each contract being reviewed				In accordance with each contract being reviewed
Insurance ~ Performance Bonds		In accordance with each issue being reviewed				In accordance with each issue being reviewed
Risk Management ~ Consultation and Advice		In accordance with each issue being reviewed				In accordance with each issue being reviewed
Risk Management ~ Strategies and Policies		In accordance with each issue being reviewed				In accordance with each issue being reviewed
Risk Management ~ Letters of Credit		In accordance with each security being reviewed				In accordance with each security being reviewed
Business Analysis ~ Major purchases and contract review	Cost sharing, fiscal arrangements	Comments provided within 48 hours for most documents. Each document is reviewed at the level of detail required based on its size and complexity. Turnaround times are generally established in consultation with the client divisions				Comments provided within 48 hours for most documents. Each document is reviewed at the level of detail required based on its size and complexity. Turnaround times are generally established in consultation with the client divisions
Business Analysis ~ Revenue and economic competitiveness	Revenue sharing	Reports prepared in accordance with Council Committee deadlines		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges.		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges.

Type	Sub-Type	Approved Service Levels 2011	2012	2013	2014	2015
Business Analysis ~ RFP/RFQ evaluation		In accordance with each bid being reviewed				In accordance with each bid being reviewed
Major City-Building Initiatives		Delivered within negotiated timelines 100% of Time			Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process	Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process
Public-Private partnerships		Lead/support P3 screening for applications for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions				Lead/support P3 screening for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions potentially solid waste, transportation infrastructure
Asset Optimizing and Financing		Delivered within negotiated timelines 100% of Time				Delivered within negoitated timelines 100% of time
Real Estate/ Land Development Transactions		Delivered within negotiated timelines 100% of Time			Responses are concluded as quickly as possible taking into consideration the nature of the request and time involved, along with the consideration of other priorities	Responses are concluded as quickly as possible taking into consideration the nature of the request and time involved, along with the consideration of other priorities
Financial Advisory/Strategy ~ Long Term financial planning	Funding programs	Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process			Monitor and provide support for funding arrangements for social housing funding and transit	Monitor and provide support for funding arrangements for social housing funding and transit. Update the City's Long Term Financial Plan
Financial Advisory/Strategy ~ Project Management and Capital Financing					Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process
Financial Advisory/Strategy ~ finance analysis and advice		Delivered within negotiated timelines 100% of Time				Delivered within negoitated timelines 100% of time
Financial Advisory/Strategy ~ Negotiating Intergovernmental financing agreements					Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process
Financial Advisory/Strategy ~ Monitoring, compliance review and administration of intergovernmental funding agreements		Per turnaround, reporting and other requirements of each agreement		Monitor and provide support for influencing and adapting to legislative changes related to Provincial Municipal Financial Service Delivery Review (PMFSDR) uploads and other funding arrangements (gas tax, etc.)	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process

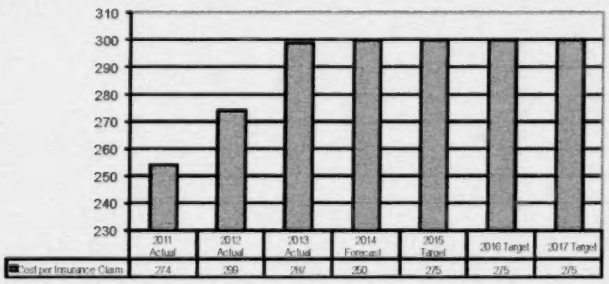
Type	Sub-Type	Approved Service Levels 2011	2012	2013	2014	2015
Financial Advisory/Strategy ~ Review of financial implications and opportunities re regulatory and legislative amendments		Monitor and provide support for influencing legislative changes related to City of Toronto Act, esp MLTT, Government Business Enterprises			Monitor and work with Solid Waste Management to review the rates and their implications as necessary. Monitor and provide support for influencing and adapting to legislative changes related to Build Toronto regulations, social housing funding and Metrolinx allocation of revenues	Monitor and work with Solid Waste Management to review the rates and their implications as necessary. Monitor and provide support for influencing and adapting to legislative changes related to Build Toronto regulations, social housing funding and Metrolinx allocation of revenues
Financial Policy ~ City of Toronto Act Taxes		Service levels dependent on source of report required, e.g. Council may request certain policy changes, with specified deadlines		Provide advice on regard to application of Part X tax authorities re bag fee, MLTT, and new Metrolinx/transit funding initiatives.		Provide advice on regard to application of Part X tax authorities re bag fee, MLTT, and new Metrolinx/transit funding initiatives.
Financial Policy ~ Municipal Land Transfer Tax		Monitor situation and provide support as required for Municipal Land Transfer Tax administration and policy changes				Monitor situation and provide support as required for Municipal Land Transfer Tax administration and policy changes
Financial Policy ~ Property tax		Reported to Committee in accordance with their deadlines and in conjunction with budget process. By-law is required to be approved by City Council, per City of Toronto Act		On going review of Property policy.	On going review of Property policy.	On going review of Property policy.
Financial Policy ~ Water rate	Investment financial oversight	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges.		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges.
Financial Policy ~ Garbage Rate	Public private partnerships	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process		Monitor and work with Solid Waste Management to review the rates and their implications as necessary.	Provide assistance and advice to internal and external clients on timely basis 100% of the time	Provide assistance and advice to internal and external clients on timely basis 100% of the time
Financial Policy ~ Capital financing	Right of way contributions	Report submitted as part of budget approval process to seek Council authority for borrowing requirements		Monitor telecomm right of way legal initiatives in regard to charging for access to City rights of way.	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time
Financial Policy ~ Reserve Funding	Service agreement negotiations	As required for each new reserve fund and in accordance with Committee schedules and deadlines			As required for each new reserve fund and in accordance with Committee schedules and deadlines	As required for each new reserve fund and in accordance with Committee schedules and deadlines
Intergovernmental funding, cost allocation and legislative frameworks					Meeting agenda closing deadlines 100% of the time	Meeting agenda closing deadlines 100% of the time
Development Financing					Delivered within negotiated timelines 100% of the time	Delivered within negotiated timelines 100% of the time

Type	Sub-Type	Approved Service Levels 2011	2012	2013	2014	2015
Development Charge By-law	Background Study & By-law	Reviewed and updated every 5 years (scheduled 2012-13); amendments to the by-law in the interim if necessary		Bring forward updated City wide background study and revised by-law for Council consideration and adoption.	Bring forward area specific background study and revised by-law for Scarborough transit and port lands area	Bring forward area specific background study and revised by-law for Scarborough transit and port lands area
	Administration & Implementation	Provide assistance and advice to internal and external clients on timely 100% of the time			Delivered within negotiated timelines 100% of the time. On-going discussion and negotiations with Province regarding legislative reform	Delivered within negotiated timelines 100% of the time. On-going discussion and negotiations with Province regarding legislative reform
	Capital Financing	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time				Reviews and recommendations provided in accordance with budget process guidelines 100% of the time
	Reporting	Meeting agenda closing deadlines 100% of the time			Delivered within negotiated timelines 100% of the time	Delivered within negotiated timelines 100% of the time
Capital Financing Tools		On-going discussion and negotiations with Province to implement a Tax Increment Financing; City comments and responses provided to Province within negotiated timelines 100% of the time			Delivered within negotiated timelines 100% of the time	Delivered within negotiated timelines 100% of the time

The 2015 Service Levels are consistent with the 2014 Approved Service Levels.

Service Performance

Costs per Insurance Claim



- The costs per claim have increased in 2012 with the new 5 year agreement with the service provider. However, the increase was balanced by an improved client service agreement and improved focus on cost control.

Table 7
2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial Strategies, Analysis & Policy Development	2,281.7	2,334.9		2,334.9	53.2	2.3%		2,334.9	53.2	2.3%	25.4	1.1%	1.6	0.1%
Investment & Debt Management	1,197.7	1,237.3		1,237.3	39.6	3.3%	60.1	1,297.4	99.7	8.3%	48.1	3.7%	3.2	0.2%
Risk Management & Insurance	1,738.5	1,835.3		1,835.3	96.8	5.6%	9.4	1,844.7	106.2	6.1%	1.2	0.1%	2.1	0.1%
Total Gross Exp.	5,217.9	5,407.5		5,407.5	189.6	3.6%	69.5	5,477.0	259.1	5.0%	74.7	1.4%	6.9	0.1%
REVENUE														
Financial Strategies, Analysis & Policy Development	484.9	532.3		532.3	47.4	9.8%		532.3	47.4	9.8%	4.5	0.8%	0.1	0.0%
Investment & Debt Management	1,175.4	1,217.1		1,217.1	41.7	3.5%	62.8	1,279.9	104.5	8.9%	51.8	4.0%	3.4	0.3%
Risk Management & Insurance	1,795.3	1,895.8		1,895.8	100.5	5.6%	6.7	1,902.5	107.2	6.0%	(0.7)	0.0%	1.9	0.1%
Total Revenues	3,455.6	3,645.2		3,645.2	189.6	5.5%	69.5	3,714.7	259.1	7.5%	55.6	1.5%	5.4	0.1%
NET EXP.														
Financial Strategies, Analysis & Policy Development	1,796.8	1,802.6		1,802.6	5.8	0.3%		1,802.6	5.8	0.3%	20.9	1.2%	1.5	0.1%
Investment & Debt Management	22.3	20.2		20.2	(2.1)	(9.4%)	(2.7)	17.5	(4.8)	(21.5%)	(3.7)	(21.1%)	(0.2)	(1.4%)
Risk Management & Insurance	(56.8)	(60.5)		(60.5)	(3.7)	6.5%	2.7	(57.8)	(1.0)	(1.8%)	1.9	3.3%	0.2	0.3%
Total Net Exp.	1,762.3	1,762.3		1,762.3	0.0	0.0%	0.0	1,762.3	0.0	0.0%	19.1	1.1%	1.5	0.1%
Approved Positions	37.0	37.0		37.0			1.0	38.0	1.0	2.7%		0.0%		

Corporate Finance provides strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

The 2015 Operating Budget for Corporate Finance of $5.477 million gross and $1.762 million net is $0 or 0% over the 2014 Approved Net Budget.

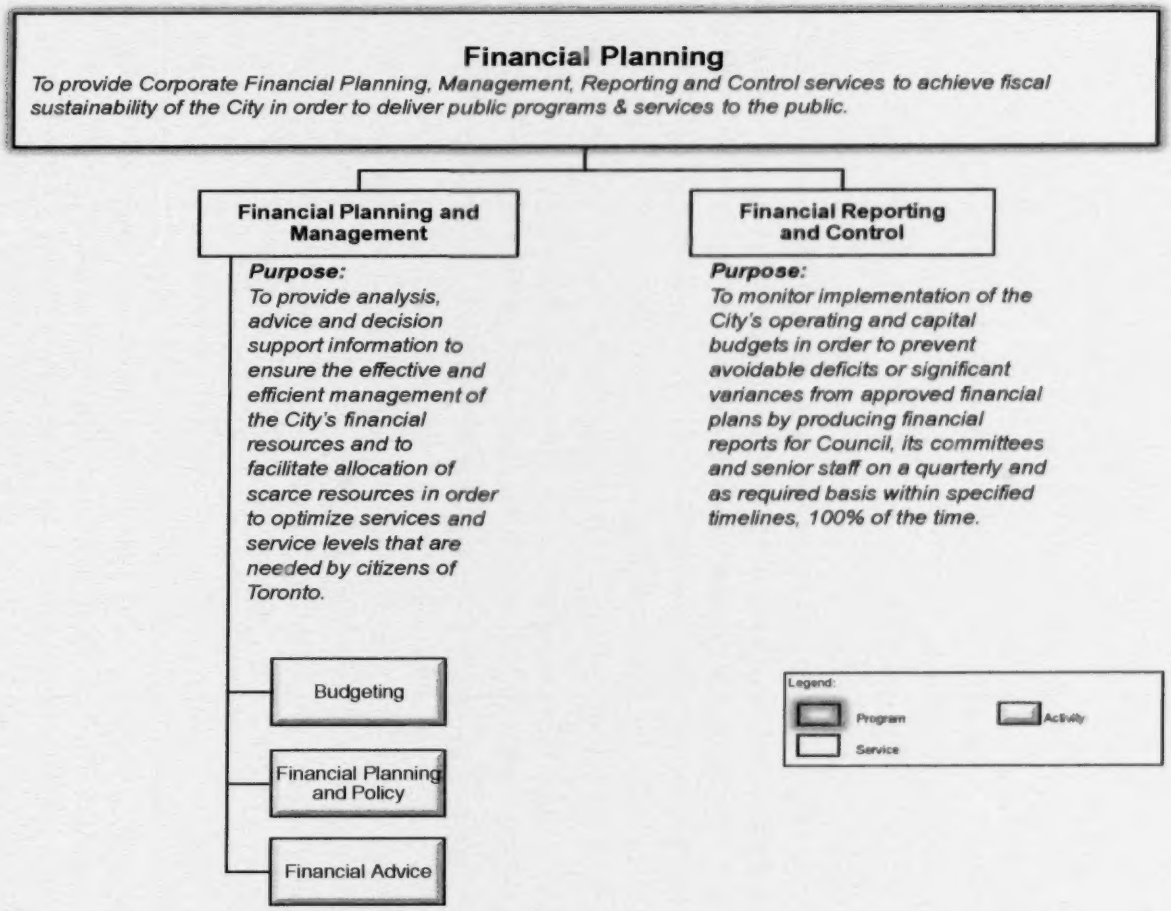
- Base Budget pressures are primarily attributable to salary and benefit increases for COLA, step increases, and progression pay.
  - ➢ The contractually obligated increases of 2.25% cost of living allowance, progression pay, step adjustments and maintaining gapping rate common among all activities result in an increase of $0.040 million in salaries and benefits.
- The base pressures in Financial Strategies, Analysis and Policy Development are offset by increased recoveries from development charges of $0.010 million to cover progression pay increases as approved by Council and increased recoveries from TTC of $0.031 million for the time staff will be spending on the development of the Scarborough Subway project.

New Request

Funding of $0.070 million gross and $0 net in 2015, with an additional $0.058 million gross and $0 net in 2016 is for a Senior Investment Analyst in Corporate Finance:

- Effective June 1, 2015 a Senior Investment Analyst position is to support the City's strategic action outcomes of fiscal sustainability and good governance by improving risk-adjusted investment earnings, robust management of financial and operational risk and reducing the cost of capital.
- The nature of the investment environment, capital financing landscape and risk management standard has all become more complex and sophisticated. In addition, the number and size of the investment and debt portfolios have expanded significantly. As a result, the time and resources that are required to perform the necessary in-depth analysis and due diligence of various financial instruments and investments have grown beyond the capacity of the current staff resources. As well, there is a need for an additional person to manage the day to day operation of the new liquidity program (Promissory Note) which will enhance liquidity and investment earnings.
- Funding will be recovered from additional investment income generated and included in Non Program for a net $0 cost.

Financial Planning


Financial Planning
To provide Corporate Financial Planning, Management, Reporting and Control services to achieve fiscal sustainability of the City in order to deliver public programs & services to the public.
Financial Planning and Management
Purpose:
To provide analysis, advice and decision support information to ensure the effective and efficient management of the City's financial resources and to facilitate allocation of scarce resources in order to optimize services and service levels that are needed by citizens of Toronto.
Budgeting
Financial Planning and Policy
Financial Advice
Financial Reporting and Control
Purpose:
To monitor implementation of the City's operating and capital budgets in order to prevent avoidable deficits or significant variances from approved financial plans by producing financial reports for Council, its committees and senior staff on a quarterly and as required basis within specified timelines, 100% of the time.
Legend:
Program
Activity
Service

Service Customer

Financial Planning and Management

- Corporation
- Taxpayer/Stakeholders (Bond rating Agencies, etc.)

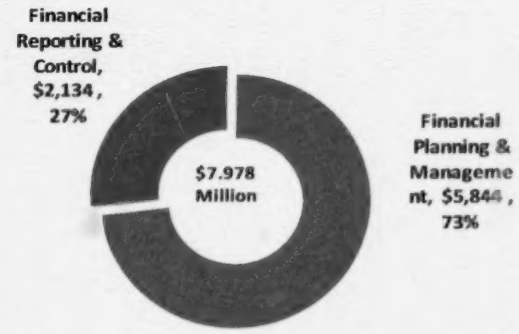
Financial Reporting and Control

- Corporation
- Taxpayer/Stakeholders (Bond rating Agencies, etc.)

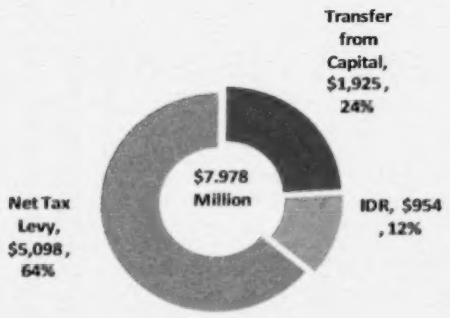
What we do

Provide comprehensive annual and multi-year financial plans for approval by City Council that outline the cost and financing to deliver City services and its capital infrastructure within the service level standards, affordability targets and priorities established by City Council.

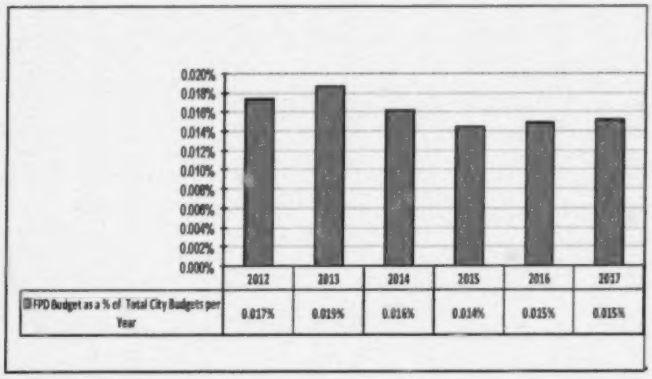
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



FPD Operating Budget as a % of Total City Operating and Capital Budget & Plan



- Financial Planning Division's Net Operating Budget was 0.019 % of the City's Total Operating and Capital Budgets in 2013 of $27.4 billion.
- In 2014, FPD's Net Operating Budget was 0.016% of the City's Total Operating and Capital Budgets & Plan.
- The forecast is that FPD's Net Operating Budget as a percentage of the City's Total Operating and Capital Plan will decrease to 0.014% in the 2015 year and slightly increase to 0.015% in 2016 and 2017 based on a percentage of the City's Total Operating and Capital Plan.

2015 Service Levels

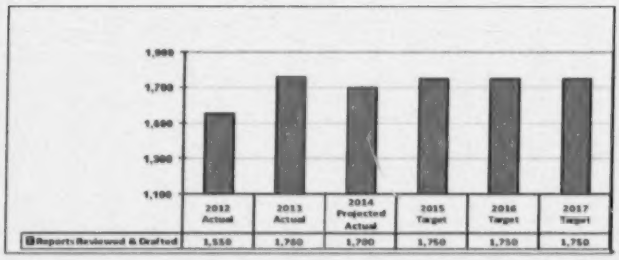
Financial Planning

Type	Sub-Type	Approved Service Levels 2011	2012	2013	2014	2015
Operating	Analysis/ Recommendation provided	Balanced Operating budget approved annually by end of year		Balanced Operating Budget approved annually in accordance with Council's mandates within the first month of the fiscal year.		Balanced Operating Budget approved annually in accordance with Council's mandates within the first month of the fiscal year.
	Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time				Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
	Process Management	Process updated and delivered 6 weeks in advance of submission guidelines				Process updated and delivered 6 weeks in advance of submission guidelines
Capital	Analysis/ Recommendation provided	A recommended Capital budget and plan, annually, in accordance with Council's mandates		A recommended Capital budget and plan, annually, in accordance with council's mandates within the first month of the fiscal year.		A recommended Capital budget and plan, annually, in accordance with Council's mandates within the first month of the fiscal year.
	Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time				Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
	Process Management	Process updated and delivered 6 weeks in advance of submission guidelines				Process updated and delivered 6 weeks in advance of submission guidelines
Decision Support	Reports	Meeting agenda closing deadlines 100% of the time				Meeting agenda closing deadlines 100% of the time
	Council Support	Meeting agenda closing deadlines 100% of the time				Meeting agenda closing deadlines 100% of the time
	Initiatives	Meeting agenda closing deadlines 100% of the time				Meeting agenda closing deadlines 100% of the time
	Issues Management	Responses released within prescribed timelines 100% of the time				Responses released within prescribed timelines 100% of the time
State of Financial	Issues Management	Responses released within prescribed timelines 100% of the time				Responses released within prescribed timelines 100% of the time
	Intergovernmental	Provided necessary information to support negotiated stance, 100% of the time				Provided necessary information to support negotiated stance, 100% of the time
	Stakeholder Relations (Media/ Council/ Public)	Responses released within prescribed timelines 100% of the time				Responses released within prescribed timelines 100% of the time
Service Planning	Analysis/ Recommendation provided	A recommended Service Plan annually by end of year, in accordance with council's priorities and directions				A recommended Service Plan annually by end of year, in accordance with council's priorities and directions
	Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time				Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
	Process Management	Process updated and delivered 6 weeks in advance of submission guidelines				Process updated and delivered 6 weeks in advance of submission guidelines
Program/ Service Review	Analysis/ Recommendation provided	Analysis provided within (turnaround time) 100% of the time				Analysis provided within (turnaround time) 100% of the time
	Decision Support	Inquiries addressed/ Responses released within prescribed timelines 100% of the time				Inquiries addressed/ Responses released within prescribed timelines 100% of the time
	Process Management	Process updated and delivered 6 weeks in advance of submission guidelines				Process updated and delivered 6 weeks in advance of submission guidelines
Policy Development and Review		Review policies once per year, 100% of the time				Review policies once per year, 100% of the time
Budget Monitoring & Control	Operating - Variance	Quarterly within 45 days of quarterly closing				Quarterly within 45 days of quarterly closing
	Capital - Variance	Quarterly within 45 days of quarterly closing				Quarterly within 45 days of quarterly closing
	Ad hoc (request)	Responses released within prescribed timelines 100% of the time				Responses released within prescribed timelines 100% of the time
	Active Monitoring	Once per month				Once per month
	In-Year Adjustments	Operating/ Capital budget adjustment requests reviewed in advance of Agenda closing deadlines 100% of the time				Operating/ Capital budget adjustment requests reviewed in advance of Agenda closing deadlines 100% of the time
Complement Management Control		Reviewing submitted OCA forms for Financial Implications within 7 days upon receipt from Divisions 75% of the time				**Reviewing submitted Human Resources Organizational Management eRequests for Financial Implications within 7 days upon receipt from Divisions 75% of the time**

The 2015 Service Levels are consistent with the 2014 Approved Service Levels.

Service Performance

Outcome Measures- Number of Reports Reviewed for financial Impacts and Advice



- Reports reviewed and drafted increased from 1,550 in 2012 to 1,760 in 2013.
- 1,700 reports are projected to be reviewed and drafted in 2014.
- The forecast for 2015, 2016, and 2017 to remain relatively stable at an average of 1,750 annually.

Table 7

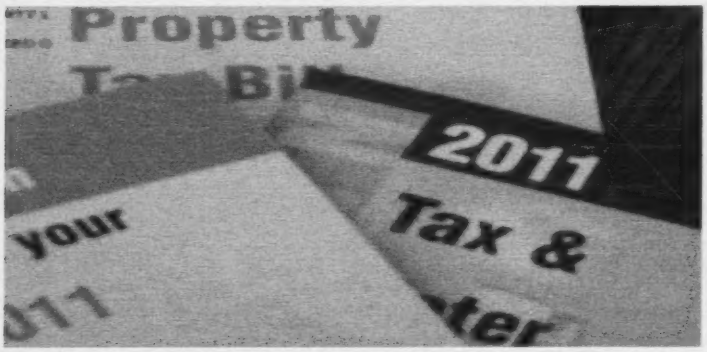
2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
					Base Budget				2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
	Approved Budget	Base Budget	Service Changes	2015 Base	vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget						
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial Planning & Management	6,227.1	5,844.0		5,844.0	(383.1)	(6.2%)		5,844.0	(383.1)	-6.2%	(172.5)	(3.0%)	(1,304.9)	(23.0%)
Financial Reporting & Control	2,084.6	2,133.6		2,133.6	49.0	2.4%		2,133.6	49.0	2.4%	(19.7)	(0.9%)	(223.2)	(10.6%)
Total Gross Exp.	8,311.7	7,977.6		7,977.6	(334.1)	(4.0%)		7,977.6	(334.1)	-4.0%	(192.2)	(2.4%)	(1,528.1)	(19.6%)
REVENUE														
Financial Planning & Management	2,676.6	2,371.4		2,371.4	(305.2)	(11.4%)		2,371.4	(305.2)	-11.4%	(260.8)	(11.0%)	(1,361.8)	(64.5%)
Financial Reporting & Control	537.2	508.3		508.3	(28.9)	(5.4%)		508.3	(28.9)	-5.4%	(45.2)	(8.9%)	(239.5)	(51.7%)
Total Revenues	3,213.8	2,879.7		2,879.7	(334.1)	(10.4%)		2,879.7	(334.1)	-10.4%	(306.0)	(10.6%)	(1,601.3)	(62.2%)
NET EXP.														
Financial Planning & Management	3,550.5	3,472.6		3,472.6	(77.9)	(2.2%)		3,472.6	(77.9)	-2.2%	88.3	2.5%	56.9	1.6%
Financial Reporting & Control	1,547.4	1,625.3		1,625.3	77.9	5.0%		1,625.3	77.9	5.0%	25.5	1.6%	16.3	1.0%
Total Net Exp.	5,097.9	5,097.9		5,097.9	(0.0)	(0.0%)		5,097.9	(0.0)	0.0%	113.8	2.2%	73.2	1.4%
Approved Positions	56.0	56.0		56.0				56.0					(12.0)	(21.4%)

Financial Planning provides comprehensive annual and multi-year financial plans for approval by City Council that outline the cost and financing to deliver City services and its capital infrastructure within the service level standards, affordability targets and priorities established by City Council.

The 2015 Operating Budget for Financial Planning of $7.978 million gross and $5.098 million net is $0 million or 0% over the 2014 Approved Net Budget.

- Base Budget pressures are primarily attributable to salary and benefit increases for COLA, step increases, and progression pay.
  - The contractually obligated increases of 2.25% cost of living allowance, progression pay, step adjustments and maintaining gapping rate common among all activities result in an increase of $0.265 million in salaries and benefits.
- The base pressures are offset by:
  - Interdivisional recoveries from Toronto Water and Solid Waste were increased by $0.023 million to offset salary and benefits pressures for Financial Planning staff assigned to these Programs, to provide the same level of service as in 2014.
  - Increased recoveries of $0.242 million from the Non Program budget to offset increased salary and benefits costs increases for Financial Planning staff that have capital budgeting, management and oversight to provide the same level of service as in 2014.



Office of the Treasurer

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $77.283 million as shown below.

(In $000s)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	74,386.7	77,283.2	2,896.5	3.9%
Gross Revenue	44,013.8	46,909.9	2,896.1	0.1
Net Expenditures	30,372.9	30,373.3	0.4	0.0

For 2015, the Office of the Treasurer identified a net pressure of $2.091 million due mainly to inflationary increases and cost of living increases for staff. These pressures were mainly offset by savings identified through service efficiencies and cost recoveries from user fees.

As a result, the Office of the Treasurer was able to maintain the 2014 level of service while achieving the 0% budget target.

2015 Operating Budget Overview

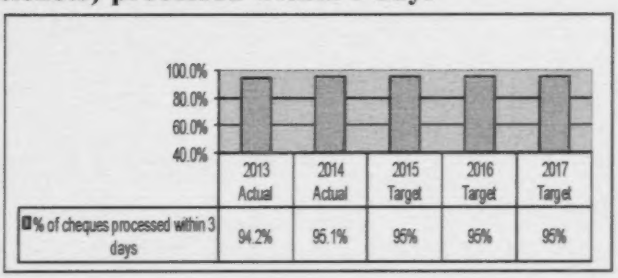
The Treasurer's Office provides a broad range of internal financial and employee services to City Programs, Agencies and Corporations and supports the strategic priorities of Council by delivering four main services: Revenue Services, Accounting Services, Pension, Payroll & Employee Benefits and Purchasing and Materials Management.

Fast Facts

- Captured more than $1.1 million in discounts offered by City vendors.
- Procure on average $1.5 billion of goods and services and manage warehouse inventory valued at $6.6 million annually
- In partnership with Toronto Water, continued conversion of old water meters, with approximately 438,000 automated meters installed as at December 2014, representing 92% of all water accounts
- Provides timely and accurate payroll service to more than 38,000 staff and board and committee members of the City.

Trends:

% of cheques (property tax, utility, parking tickets) processed within 3 days



- Investing in technology to improve processing of, and access to, payroll and benefit information.
- Cost to procure goods and services is constant.
- The percentage of discounts captured is increasing.
- Provision of on-line look-up for tax and utility accounts will improve customer service.

2014 Key Service Accomplishments

- ✓ Commenced the project to implement Manager Self Service functionality and automate Employee Self Service/Manager Self Service life cycle functionality. To be completed by 2015.
- ✓ Established a dedicated payroll team to implement the new ESS/MSS electronic forms and Work Flows.
- ✓ Established a dedicated team and issued the RFP and selected a vendor to upgrade the City's current SAP payroll system to the current SAP standard/best practices – Cross Application Time Sheet (CATS). To be complete by 2016.
- ✓ Issued the RFP to select a vendor to acquire and implement a time, attendance and scheduling system (TASS) for the City and its agencies, by 2016. System to be rolled out to Parks, Forestry &Recreation (PFR) and Toronto Paramedic Services as part of this capital project. Implementation of this system is contingent on CATS SAP upgrade project.
- ✓ Undertook discussions with Manulife Financial (City's benefits carrier) to identify and evaluate initiatives to further manage drug costs within the context of the City's existing traditional benefit plan and reported the results to Employee and Labour Relations Committee in April 2014.
- ✓ Implemented changes to allow employees to make OMERS Additional Voluntary Contributions (AVCs) through payroll deduction.
- ✓ Established a PPEB Divisional Access, Equity and Customer Service Improvement Team, created Charter, Work Plan and various initiatives focussing on improving customer service in observable and measurable ways.
- ✓ Implemented new Mortality Tables to calculate pension plan liabilities as approved by the Canadian Institutes of Actuaries
- ✓ Completed a review of business practices related to the Pre-OMERS pension plans and commenced the implementation of recommendations set out by the Internal Auditor, In conjunction with Internal Audit staff.
- ✓ Participated and reported to Committee and Council on a Social Procurement Framework to guide staff from across Clusters to develop a Social Procurement Policy by 2015 that will utilize procurement as a means to improve supplier diversity and workforce development.
- ✓ Began development of a Contractor Evaluation Tool and related processes, in consultation with various City Divisions to assist Divisions in applying a common evaluation of the performance of a contractor for goods and services.
- ✓ Consolidated two Corporate Stores, 320 Bering and 60 Brant, and one Pandemic Warehouse into a new corporate warehouse located at 799 Islington Avenue.
- ✓ Continued to provide financial reporting and accounting support services to key corporate projects including the Toronto York Spadina Subway Extension project (a Canada-Ontario-Municipal funded expansion project managed by the TTC), and the Federal Gas Tax program.
- ✓ Provided regular reporting on the July and December storm costs to City Council and worked with City and Provincial staff regarding the process for recovery of costs.
- ✓ Captured approximately $1,100,000 (city-wide) in discounts offered by City vendors.
- ✓ Maintained an 87% payment cycle time through June 2014 for vendor invoices within 60 days; 70% within 30 days (2013: 60 days - 89%, 30 days – 70%).
- ✓ Received the prestigious GFOA Award for Financial Reporting for the seventh year in a row for the City's Annual Financial Report for year ended December 31, 2012. Submitted the Annual Financial Report for the year ended December 31, 2013 to GFOA for the Canadian Award for Financial Reporting Program.
- ✓ Implemented two new Public Sector Accounting Standards effective January 1,

2013 namely Tax Revenue (PS 3510) and Government Transfers (PS 3410) for 2013 consolidated Financial Statements.

- ✓ Continued to support Casa Loma Corporation, Lakeshore Arena Corporation, and began supporting Toronto Pan Am Sports Centre Inc., as representation on their boards of directors, and through staff support, as required.
- ✓ Completed a consultation process working with Legal Services and all other City Divisions, Accounting Services and Purchasing & Materials Management, leading to a Council-approved revision to the Financial Control bylaw, Schedule A, streamlining the procurement of goods and/or services which can be paid without a purchasing document.
- ✓ Continued implementation of Toronto's Water Meter Program in partnership with Toronto Water, with the continued installation or replacement of new automated water meters across the City, with approximately 371,000 automated meters installed by June 2014, representing 78.1% of all water accounts. Since September 2010, Revenue Services has been issuing utility billings based on meter readings transmitted from the newly installed meters.
- ✓ Successfully launched the HELP (Home Energy Loan Program) in March 2014, a pilot program offering low-interest loans and financing for residential energy efficiency improvements and retrofits, using local improvement charge provisions to add an annual financing charge to property tax accounts in conjunction with Environment and Energy Office.
- ✓ Participated in a pilot project to allow reciprocal collection of *Provincial Offences Act* fines (by taching unpaid POA fines to property tax account) amongst participating municipalities, to increase fine collection rates, beginning in April 2014.
- ✓ Developed programming and protocols to introduce an on-line look-up facility for property tax and utility accounts allowing customers to retrieve basic account balance information and future instalment amounts and due dates, with implementation scheduled for Q1, 2015.
- ✓ Implemented the Council approved Transit Expansion Property Tax Levy and calculated property tax rates required to raise funds for the City's share of the construction costs of the Scarborough Corridor Subway, undertaking necessary programming changes to allow this levy to appear on the City's 2014 final property tax bills.
- ✓ Developed and launched a new format for Toronto's Utility Bill and brochure, to provide improved and enhanced billing information, clearer messaging, and customer-specific information, and to meet AODA standards for accessibility.

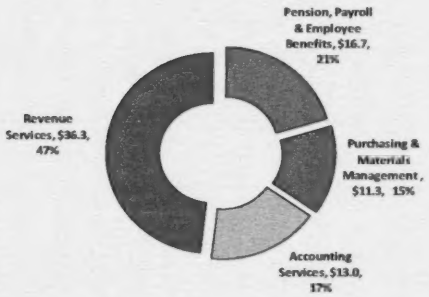
Our Service Deliverables for 2015

The Office of the Treasurer provides effective financial and employee services to the City Programs, Agencies, and Corporations with the following deliverables in 2015:

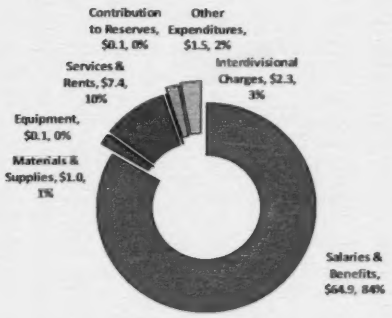
- Implement enhancements to Payroll technology to allow employees to make changes to personal information (address, banking details etc.) online (Employee Self-service) and for Managers to approve payroll transactions (leave requests, new hires etc.) through electronic workflow processes (Manager Self-service).
- Upgrade the City's current SAP payroll system to the current SAP standard/best practices – Cross Application Time Sheet (CATS). To be complete by 2016.
- Acquire and implement a time, attendance and scheduling system (TASS) for the City and its agencies, by 2016. System to be rolled out to Parks, Forestry &Recreation (PFR) and Toronto Paramedics Services. Implementation of this system is contingent on CATS SAP upgrade project.
- Initiate a program review of Purchasing and Materials Management in order to determine the most appropriate and cost effective ways for PMMD to provide their services as part of the multi-year implementation plan for Shared Services of procurement with Agencies.
- Implement on line payments to all of the City's Accounts Receivable customers.
- Administer and process parking ticket revenues, Municipal Land Transfer Tax and other revenues in compliance with legislative requirements and Council policies.
- Improve and enhance customer service delivery in all Revenue Service areas, including call centre and counter operations, and other customer-facing operations to better meet call demand and the development of additional self-serve options via electronic service delivery.

Where the money goes:

2015 Budget by Service
$77.283 Million

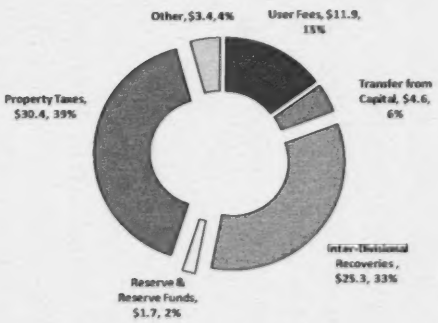

Pension, Payroll & Employee Benefits, $16.7, 21%
Purchasing & Materials Management, $11.3, 15%
Accounting Services, $13.0, 17%
Revenue Services, $36.3, 47%

2015 Budget by Expenditure Category


Contribution to Reserves, $0.1, 0%
Other Expenditures, $1.5, 2%
Interdivisional Charges, $2.3, 3%
Services & Rents, $7.4, 10%
Equipment, $0.1, 0%
Materials & Supplies, $1.0, 1%
Salaries & Benefits, $64.9, 84%

Where the money comes from:

2015 Budget by Funding Source


Other, $3.4, 4%
User Fees, $11.9, 15%
Transfer from Capital, $4.6, 6%
Property Taxes, $30.4, 39%
Inter-Divisional Recoveries, $25.3, 33%
Reserve & Reserve Funds, $1.7, 2%

Our Key Challenges & Priority Actions

- Ensure PMMD is providing effective services with proper resources.
  - ✓ The 2015 Recommended Operating Budget includes $0.300 million to conduct a program review to ensure PMMD is providing effective services with proper resources.
- Continue to Transform Business Processes.
  - ✓ Continue and begin upgrades to Systems & Technology Platforms such as Employee Self Service Portal and Time and Attendance
  - ✓ Implement changes from the PPEB program review
  - ✓ Participate in development of multi-year Shared Service implementation plan for procurement and payroll, continuing working with the Agencies and Corporations in identifying cooperative purchasing opportunities
  - ✓ Modernize and introduce on-line self service options (i.e. Utility Account Look-up within RSD, ESS/MSS within PPEB) and implement customer service enhancement strategies to achieve customer service targets for call centre and public facing interactions including:
    - ➢ Early 2015 launch of on-line Utility and Property Tax Account Look-up, and an IVR Self Service system for the Call Centre.
    - ➢ Developing a self service on-line Tax & Utility Certificate for lawyers and property owners in 2015.
- Continue with the CRA Compliance Audit for employees who have declared Commuter and Business use for parking in the City owned parking locations.

2015 Operating Budget Highlights

- A new user fee to recover administration costs to administer property tax accounts where financial institutions/mortgage companies make payment on behalf of their client/property owner will generate an additional $0.550 million for the City.

Program Map

The Office of the Treasurer provides a broad range of effective financial and employee services to the corporation of the City of Toronto, including agencies and corporations and supports the strategic priorities of Council by delivering four main services: Revenue Services, Accounting Services, Pensions, Payroll & Employee Benefits and Purchasing & Materials Management, as detailed in the following Program Maps:

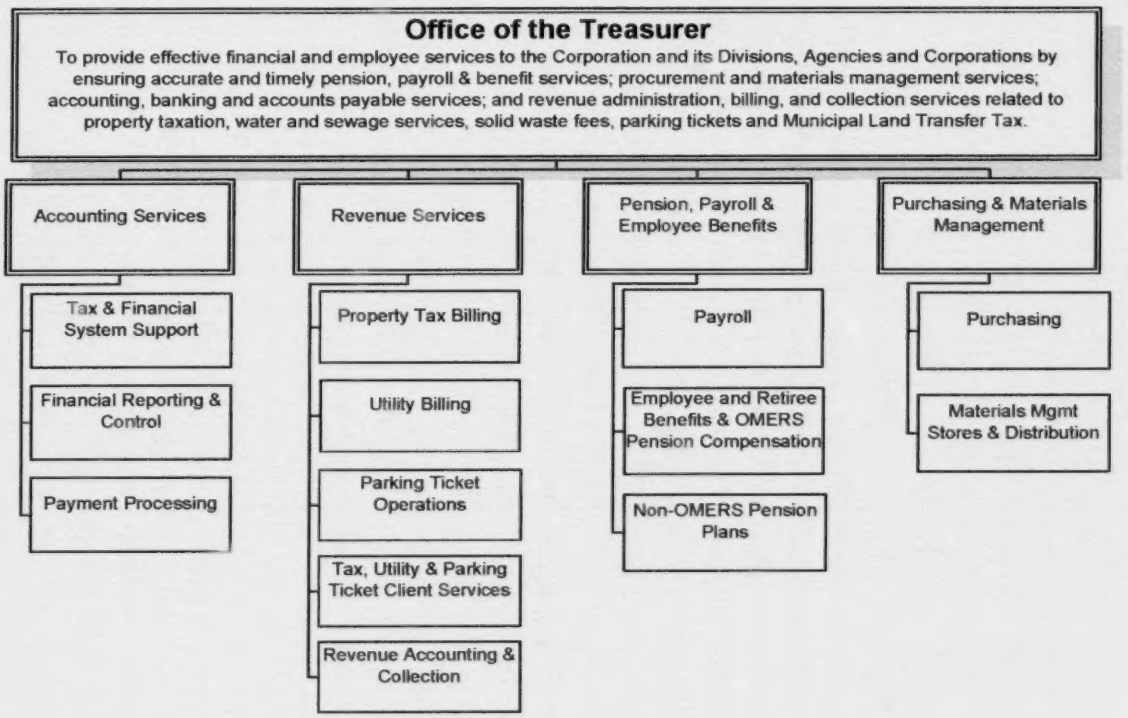

Office of the Treasurer
To provide effective financial and employee services to the Corporation and its Divisions, Agencies and Corporations by ensuring accurate and timely pension, payroll & benefit services; procurement and materials management services; accounting, banking and accounts payable services; and revenue administration, billing, and collection services related to property taxation, water and sewage services, solid waste fees, parking tickets and Municipal Land Transfer Tax.
Accounting Services
Tax & Financial System Support
Financial Reporting & Control
Payment Processing
Revenue Services
Property Tax Billing
Utility Billing
Parking Ticket Operations
Tax, Utility & Parking Ticket Client Services
Revenue Accounting & Collection
Pension, Payroll & Employee Benefits
Payroll
Employee and Retiree Benefits & OMERS Pension Compensation
Non-OMERS Pension Plans
Purchasing & Materials Management
Purchasing
Materials Mgmt Stores & Distribution

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Pension, Payroll & Employee Benefits											
Gross Expenditures	15,280.5	12,751.4	16,687.2		16,687.2	1,406.7	9.2%	837.2	5.0%	(12.4)	(0.1%)
Revenue	4,041.0	2,694.8	5,269.4		5,269.4	1,228.4	30.4%				
Net Expenditures	11,239.5	10,056.6	11,417.8		11,417.8	178.3	1.6%	837.2	7.3%	(12.4)	(0.1%)
Purchasing & Materials Management											
Gross Expenditures	10,485.3	9,854.9	10,713.5	617.0	11,330.5	845.2	8.1%	(14.6)	(0.1%)		
Revenue	3,067.9	2,682.1	3,230.0	617.0	3,847.0	779.1	25.4%	(94.0)	(2.4%)		
Net Expenditures	7,417.4	7,172.8	7,483.5		7,483.5	66.1	0.9%	79.4	1.1%		
Accounting Services											
Gross Expenditures	13,165.4	12,171.7	13,001.4		13,001.4	(164.0)	(1.2%)	152.8	1.2%		
Revenue	2,698.3	2,587.3	2,331.3		2,331.3	(367.0)	(13.6%)			0.1	
Net Expenditures	10,467.1	9,584.4	10,670.1		10,670.1	203.0	1.9%	152.8	1.4%	(0.1)	0.0%
Revenue Services											
Gross Expenditures	35,455.5	33,343.8	36,264.1		36,264.1	808.6	2.3%	233.9	0.6%	18.5	0.1%
Revenue	34,206.6	32,894.4	34,912.2	550.0	35,462.2	1,255.6	3.7%	627.0	1.8%	(0.1)	
Net Expenditures	1,248.9	449.4	1,351.9	(550.0)	801.9	(447.0)	(35.8%)	(393.1)	(49.0%)	18.6	2.3%
Total											
Gross Expenditures	74,386.7	68,121.8	76,666.2	617.0	77,283.2	2,896.5	3.9%	1,209.3	1.6%	6.1	
Revenue	44,013.8	40,858.6	45,742.9	1,167.0	46,909.9	2,896.1	6.6%	533.0	1.1%		
Total Net Expenditures	30,372.9	27,263.2	30,923.3	(550.0)	30,373.3	0.4	0.0%	676.3	2.2%	6.1	
Approved Positions	743.0	669.2	732.0	5.0	737.0	(6.0)	(0.8%)	5.0	0.7%		

The Office of the Treasurer's 2015 Operating Budget is $77.283 million gross and $30.373 million net, reflecting 0% increase over the 2014 Approved Operating Budget. The 2015 Base Budget increased by $0.550 million or 1.8% over the 2014 Approved Budget due to the following.

- Base pressures of $0.853 million net were offset by base expenditures savings of $0.071 million net and base revenue adjustments of $0.230 million bringing the 2015 Base budget to $30.923 million net or 1.8% over the 2014 Approved Budget of $30.373 million net.
- All four services in the Office of the Treasurer are experiencing inflationary cost increases in salary and benefits arising from the negotiated collective agreement totaling $1.207 million net.
- General inflationary increases account for $0.120 million net in other non-salary accounts based on corporate economic rates as well as $0.066 million net in the annualized impact of new and enhanced service priorities approved in the prior year.
- In addition, a net of 2 new permanent positions are assigned to the sustainment of the Enterprise Self Serve Portal (*ESS/MSS)* capital project for $0.200 million, offset by a reduction of $2.483 million gross, $0 million net and 17 temporary positions no longer required for completed FPARS capital projects.
- The above increases were reduced by user fees inflationary rate changes of $0.240 million, increased budgeted revenues of $0.096 million and recovery of dedicated salary cost from other City Programs of $0.517 million.

- To help mitigate these base pressures, the program was able to achieve efficiencies in Accounting Services of $0.071 million net with the reduction of 1 vacant position. Other savings include user fee rate change revenues of $0.230 million.
- New and Enhanced Services in the 2015 Operating Budget include a new user fee to recover costs to administer property tax accounts where financial institutions / mortgage companies make payments on behalf of their clients/property owners generating an additional $0.550 million net, and funding for 5 new temporary positions for procurement support of capital project delivery by Purchasing and Materials Management (PMMD), funded by Toronto Water and Transportation Services for a net $0 cost to the Program. Enhanced funding of $0.300 million gross for PMMD to undertake a program review funded from reserve for $0 million net.
- The 2016 and 2017 plans reflect the inflationary cost increases for progression pay, step and operating impact of capital, as well as annualized user fees. No cost of living allowance is included in 2016 due to 2016 being the year in which the next cycle of collective bargaining begins.

Table 2

2015 Total New & Enhanced Service Priorities Summary

	New and Enhanced				Total Service Changes			Incremental Change			
	Purchasing & Materials Management		Revenue Services		$	$	#	2016 Plan		2017 Plan	
Description ($000s)	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
2015 Program Review	300.0				300.0						
Sustainment Resources to Support Capital Delivery Programs	317.0				317.0		5.0				
Mortgage Lender Fee				(550.0)		(550.0)		(550.0)			
Sub-Total	617.0			(550.0)	617.0	(550.0)	5.0	(550.0)			
Total	617.0			(550.0)	617.0	(550.0)	5.0	(550.0)			

The new priorities and services, $0.550 million net will reduce the Program's 2015 Base Operating Budget of $30.923 million net to bring the total 2015 Operating Budget to $30.373 million net, representing no increase from the 2014 Approved Budget.

Enhanced Service Priorities ($0.617 million gross & $0.550 million net savings)

2015 Program for PMMD Review ($0.300 million gross and $0 million net)

- Purchasing & Materials Management (PMMD) plans to undertake a program review at a cost of $0.300 million that will be funded from the Innovation Reserve Fund resulting in a $0 net impact.
- In order to implement Shared Services and for PMMD to elevate delivery of purchasing services and achieve organizational excellence, an extensive program review is required. The review by an external consultant which will provide an evaluation of PMMD's organizational structure and the end-to-end procurement process to determine the most appropriate and cost-effective ways to provide their services.

Procurement Resources to Support Capital Delivery Programs ($0.317 million gross and $ 0 million net)

- PMMD requires 5 new positions to meet the demand for procurement support for capital projects. Transportation Services and Toronto Water will provide funding for the dedicated staff resources at a cost of $0.317 million in 2015 for a $0 net to PMMD, effective April 1, 2015.
- With the capital delivery program projected to double from its current value over the next 10 years, additional resources are required. Toronto Water and Transportation Services require additional support from Purchasing and Materials Management Division to deliver their capital programs effectively.

Mortgage Lender Fee ($0.550 million gross and net)

- For the Final Property Tax Billing in May 2015, a new user fee is to be charged when a property tax bill is issued to a mortgage company for payment on behalf of a property owner. The fee is levied directly to the mortgage company/financial institution and a separate fee will apply for each of the interim and final property tax billings (e.g. twice per year).
- The fee will recover costs for the administration of the issuance of client notification lists to the mortgage company (identifying principal and any outstanding tax or amounts transferred to tax).

This service is currently performed at no charge. Costs of providing this service are currently absorbed within existing divisional overhead costs.

- The fee is $5.50 per property tax account for each interim and final property tax bill issued, and is anticipated to generate revenues of $0.550 million in 2015 and an incremental increase of $0.550 million in 2016. Fee rate is comparable with other municipalities.

Table 3

2016 and 2017 Plan by Program

	2016 - Incremental Increase					2017 - Incremental Increase				
Description ($000s)	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	560.9	106.0	454.9	1.5%						
Step Increases	253.7		253.7	0.8%						
Economic Factors						0.8		0.8		
Annualized User Fees		627.0	(627.0)	(2.1%)						
Operating Impact of Capital	377.5	(200.0)	577.5	1.9%	5.0	(12.4)		(12.4)		(5.0)
IDC	17.2		17.2	0.1%		17.7		17.7	0.1%	
Sub-Total	1,209.3	533.0	676.3	2.2%	5.0	6.1		6.1		(5.0)
Total Incremental Impact	1,209.3	533.0	676.3	2.2%	5.0	6.1		6.1		(5.0)

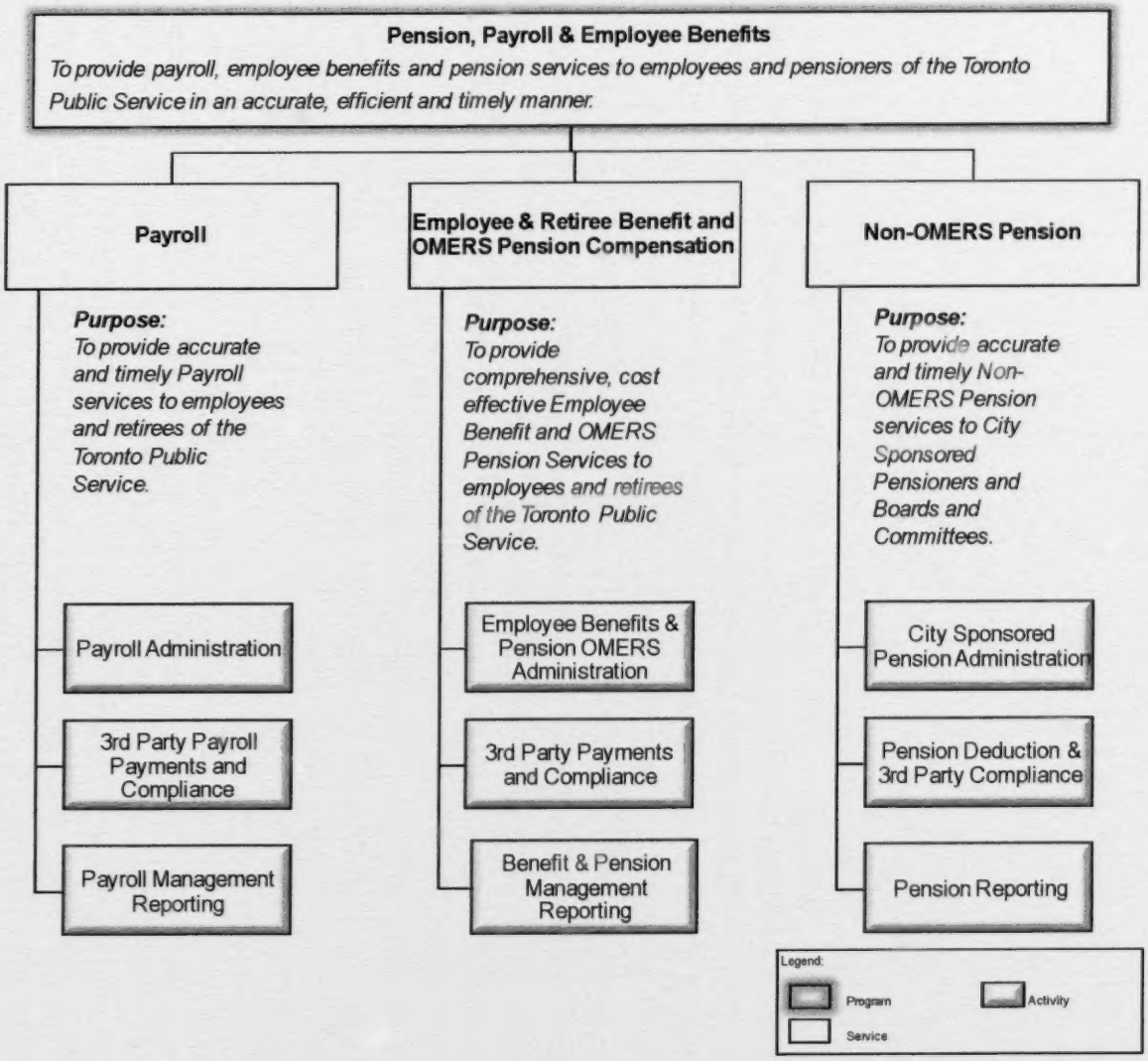
Approval of the 2015 Budget for the Office of the Treasurer will result in a 2016 and 2017 net incremental increase of $0.676 million and $0.006 million respectively to maintain 2015 service levels.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay, step and benefits increases in 2016 of $0.709 million is anticipated.
- Annualization of user fees will increase revenues by $0.627 million ($0.077 million for Rate changes and $0.550 million for mortgage lender fee in Revenue Services).
- Operating impact of capital will increase costs by $0.578 million for 5 positions for PPEB Time, Attendance and Scheduling System (TASS) in 2016 and reduced in 2017 by $0.012 million.
- Inter-divisional charges will increase by $0.017 million in 2016 and 2017 respectively.
- Non-labour corporate inflationary factors will increase costs by $0.008 million in 2017.

Pension, Payroll & Employee Benefits


Pension, Payroll & Employee Benefits
To provide payroll, employee benefits and pension services to employees and pensioners of the Toronto Public Service in an accurate, efficient and timely manner.
Payroll
Employee & Retiree Benefit and OMERS Pension Compensation
Non-OMERS Pension
Purpose:
To provide accurate and timely Payroll services to employees and retirees of the Toronto Public Service.
Purpose:
To provide comprehensive, cost effective Employee Benefit and OMERS Pension Services to employees and retirees of the Toronto Public Service.
Purpose:
To provide accurate and timely Non-OMERS Pension services to City Sponsored Pensioners and Boards and Committees.
Payroll Administration
3rd Party Payroll Payments and Compliance
Payroll Management Reporting
Employee Benefits & Pension OMERS Administration
3rd Party Payments and Compliance
Benefit & Pension Management Reporting
City Sponsored Pension Administration
Pension Deduction & 3rd Party Compliance
Pension Reporting
Legend:
Program
Activity
Service

Service Customer

Payroll

- City Divisions
- Elected Officials
- City of Toronto Employees

Employee Retiree Benefits and OMERS Pension Compensation

- City Divisions
- Elected Officials
- City of Toronto Employees
- City of Toronto Retired Employees

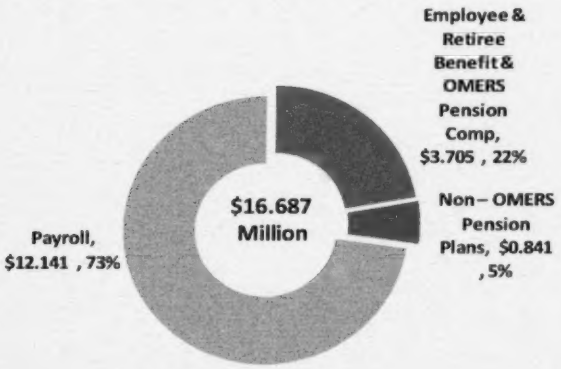
Non – OMERS Pension

- City of Toronto retired employees
- Elected Officials
- Non-OMERS Pension Boards & Committees

What we do

Provide payroll, employee benefits and pension services to employees and pensioners of the Toronto Public Service in an accurate, efficient and timely manner.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

Cost per Pay Cheque Processed

- Cost decreased in 2014 by having 27 pay periods.
- Costs are projected to increase slightly during 2015-2017 as a result of returning to a 26 pay period cycle and mandated salary increases.

2015 Service Levels

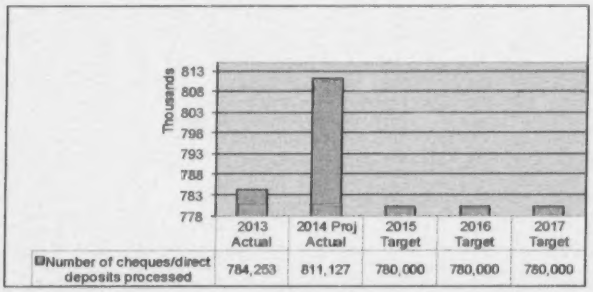
Pension, Payroll & Employee Benefits

Type	Status	Service Levels 2011	2012	2013	2014	2015
Fulltime	Approved	Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments. Provided accurate pays to 25,120 employees biweekly, ie 26 pays per year				Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments. Provided accurate pays to 24,900 employees biweekly, ie 26 pays per year
Parttime	Approved	Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments. Provided accurate pays to 3680 employees biweekly, ie 26 pays per year				Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments. Provided accurate pays to 3600 employees biweekly, ie 26 pays per year
Recreation Worker	Approved	Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments. Provided accurate pays to 9080 employees biweekly, ie 26 pays per year				Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments. Provided accurate pays to 8900 employees biweekly, ie 26 pays per year
	Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy				Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy
	Approved	Payroll reports will be made available to management within 2 days of the pay date with 100% accuracy. Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments.				Payroll reports will be made available to management within 2 days of the pay date with 100% accuracy. Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments.
Fulltime	Approved	Provide accurate benefit plans to 33,000 full time active employees and retirees			Provide accurate benefit plans to 35,000 full time active employees and retirees	Provide accurate benefit plans to 37,185 full time active employees and retirees
Parttime	Approved	Provide accurate benefit plans to 3,946 part time employees. Provide accurate reporting and offer of OMERS enrollment as per requirements under the P&B act			Provide accurate benefit plans to 3,246 part time employees. Provide accurate reporting and offer of OMERS enrollment as per requirements under the P&B act	Provide accurate benefit plans to 2,043 part time employees. Provide accurate reporting and offer of OMERS enrollment as per requirements under the P&B act.
Recreation Worker	Approved	Provide accurate benefit plans to 51 recreation employees. Provide accurate reporting and offer of OMERS enrollment as per requirements under the P&B act			Provide accurate benefit plans to 48 recreation employees. Provide accurate reporting and offer of OMERS enrollment as per requirements under the P&B act	Provide accurate benefit plans to 53 recreation employees. Provide accurate reporting and offer of OMERS enrollment as per requirements under the P&B act.
	Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy				Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy
	Approved	Bi-weekly reports will be made available to management within 2 days of the pay date, with 100% accuracy. Monthly reports will be made available to management by the end of the following month, with 100% accuracy.				Bi-weekly reports will be made available to management within 2 days of the pay date, with 100% accuracy. Monthly reports will be made available to management by the end of the following month, with 100% accuracy.
The Toronto Civic Employees' Pension Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				Produce an accurate monthly pension or spousal pension on the first business day of each and every month
Toronto Fire Department Superannuation and Benefit Plan	Approved	Produce an accurate bi-monthly pension or spousal pension on the first and fifteenth day of each and every month				Produce an accurate bi-monthly pension or spousal pension on the first and fifteenth day of each and every month
Metropolitan Toronto Pension Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				Produce an accurate monthly pension or spousal pension on the first business day of each and every month
Metropolitan Toronto Police Benefit Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				Produce an accurate monthly pension or spousal pension on the first business day of each and every month
The Corporation of the City of York Employee Pension Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				Produce an accurate monthly pension or spousal pension on the first business day of each and every month
	Approved	Meet all regulatory filing requirements by prescribed dates				Meet all regulatory filing requirements by prescribed dates
	Approved	Financial statements filed by prescribed date (June 30)				Financial statements filed by prescribed date (June 30)

The 2015 Service Levels are consistent with the approved 2014 Service Levels with the exception for changes in the number of employees.

Service Performance

Effectiveness Measure -Number of Cheques/Direct Deposits Processed



- The level of cheques issued is expected to stabilize from 2015 as divisions meet budge requirements.
- The increase in 2014 is due to 27 pay periods.

Table 7

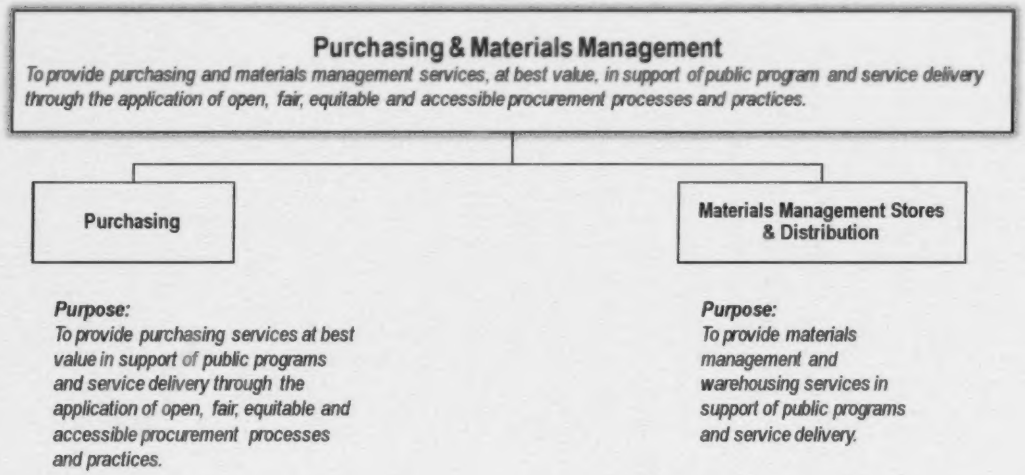
2015 Service Budget by Activity

	2014	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
(In $000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
PPEB-Employee & Retiree Benefit & OMERS Pension Compensation	3,671.2	3,704.4		3,704.4	33.2	0.9%		3,704.4	33.2	0.9%				
PPEB-Non-OMERS Pension Plans	888.4	841.5		841.5	(46.9)	(5.3%)		841.5	(46.9)	(5.3%)				
PPEB-Payroll	10,720.9	12,141.3		12,141.3	1,420.4	13.2%		12,141.3	1,420.4	13.2%	837.2	6.9%	(12.4)	(0.1%)
Total Gross Exp.	15,280.5	16,687.2		16,687.2	1,406.7	9.2%		16,687.2	1,406.7	9.2%	837.2	5.0%	(12.4)	(0.1%)
REVENUE														
PPEB-Employee & Retiree Benefit & OMERS Pension Compensation	160.4	110.8		110.8	(49.6)	(30.9%)		110.8	(49.6)	(30.9%)				
PPEB-Non-OMERS Pension Plans	102.2				(102.2)	(100.0%)			(102.2)	(100.0%)				
PPEB-Payroll	3,778.4	5,158.6		5,158.6	1,380.2	36.5%		5,158.6	1,380.2	36.5%				
Total Revenues	4,041.0	5,269.4		5,269.4	1,228.4	30.4%		5,269.4	1,228.4	30.4%				
NET EXP.														
PPEB-Employee & Retiree	3,510.8	3,593.6		3,593.6	82.8	2.4%		3,593.6	82.8	2.4%				
PPEB-Non-OMERS Pension	786.2	841.5		841.5	55.3	7.0%		841.5	55.3	7.0%				
PPEB-Payroll	6,942.5	6,982.7		6,982.7	40.2	0.6%		6,982.7	40.2	0.6%	837.2	12.0%	(12.4)	(0.2%)
Total Net Exp.	11,239.5	11,417.8		11,417.8	178.3	1.6%		11,417.8	178.3	1.6%	837.2	7.3%	(12.4)	(0.1%)
Approved Positions	172.0	167.0		167.0	(5.0)	(2.9%)		167.0	(5.0)	(2.9%)	5.0	3.0%		

The 2015 Operating Budget for Pension, Payroll & Employee Benefits of $16.687 million gross and $11.418 million net is $0.178 million or 1.6% over the 2014 Approved Net Budget.

- Base Budget pressures in Payroll are primarily due to Operating Impact of Capital to sustain completed technologies capital projects - the Employee Self Serve (ESS) and Management Self Serve (MSS). Funding of $0.200 million is provided for 2 new positions and associated costs in PPEB.
- The contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff, step adjustments common among all activities, and maintaining gapping rate result in a decrease of $0.022 million in salaries and benefits.
  - In addition, a net of 4 new temporary capital positions are , assigned to the *Payroll Timesheets* capital project for $0.520 million gross and $0 net as the funds are recovered from capital. Offsetting the increase in salaries and benefits is a reduction of $0.517 million gross and $0 net and 11 temporary positions for completed capital projects no longer required in the *Financial Planning Analysis & Reporting System* capital project.
- Future year incremental costs of $0.837 million in 2016 and a decrease of $0.012 million in 2017 are attributable to increases in salaries and benefits.

Purchasing & Materials Management


Purchasing & Materials Management
To provide purchasing and materials management services, at best value, in support of public program and service delivery through the application of open, fair, equitable and accessible procurement processes and practices.
Purchasing
Materials Management Stores & Distribution
Purpose:
To provide purchasing services at best value in support of public programs and service delivery through the application of open, fair, equitable and accessible procurement processes and practices.
Purpose:
To provide materials management and warehousing services in support of public programs and service delivery.

Service Customer

Purchasing

- City Divisions
- Designated ABC's
  - Toronto Atmospheric Fund (TAF)
  - Exhibition Place
  - Toronto Police
  - TTC
- Suppliers

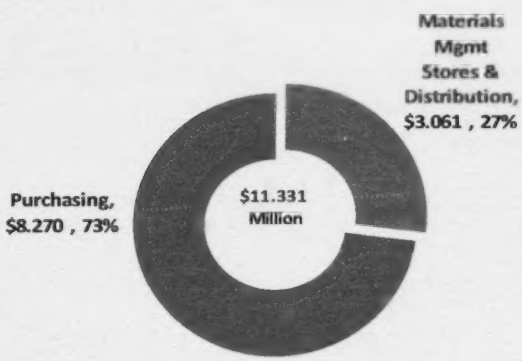
Materials Management Stores & Distribution

- City Divisions
- Designated ABC's
  - Toronto Police
  - Toronto Library
  - Association of Community Centres (AOCCs)
  - Arenas Board
  - Exhibition Place

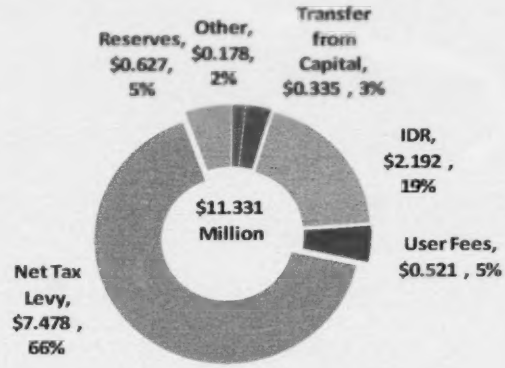
What we do

Supports the City's programs and services in achieving best value for money through the application of open, fair, and equitable procurement and materials management practices / services.

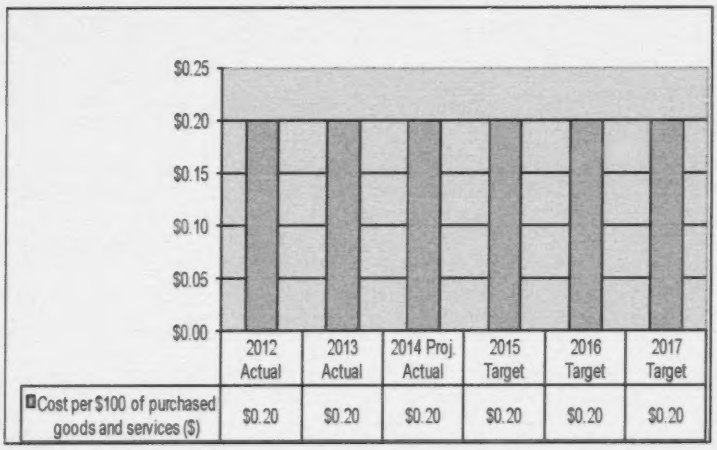
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Efficiency Measure – Cost per $100 of purchased goods and services ($)



	2012 Actual	2013 Actual	2014 Proj. Actual	2015 Target	2016 Target	2017 Target
Cost per $100 of purchased goods and services ($)	$0.20	$0.20	$0.20	$0.20	$0.20	$0.20

- In 2013, the cost to purchase $100 of goods and services was $0.20 and is largely influenced by the dollar value of orders processed within this period. The average cost fluctuates based on either the increase or decrease of the amount of money the City spends through its procurement.
- In 2014, the cost to purchase $100 of goods and services is projected to be $0.20 which is largely influenced by the dollar value of orders processed within this period.
- It is anticipated that the average cost to purchase $100 of goods and services will be maintained at $0.20 in 2015 through 2017.

2015 Service Levels

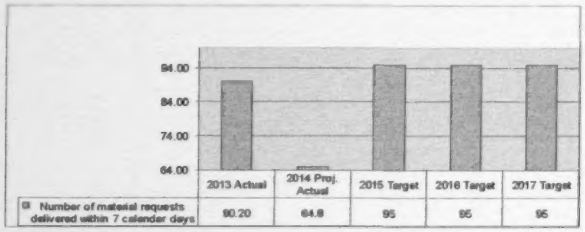
Purchasing & Materials Management

		Service Levels				
Type	Status	2011	2012	2013	2014	2015
General Inquiries & Interpretation of Policies & Procedures	Approved	100% of inquiries responded to within 48 hours	100% of inquiries responded to within 48 hours	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day
	Actual	Not Available	Not Available	100%	100%	100%
Online Call Document Distribution	Approved	To provide vendors with 24/7 online access 100% of the time				To provide vendors with 24/7 online access 100% of the time
	Actual	Not Available	Not Available	Not Available	100%	100%
Sole Source Procurement	Approved	100% compliance with Council Policy on Sole Source				100% compliance with Council Policy on Sole Source
	Actual	99.8%	99.9%	99.9%	100%	100%
Call Documents	Approved	Issuing within 2-5 days of time of receipt of final approved document 100% of time				Issuing within 2-5 days from time of receipt of final approved document 100% of time
	Actual	81%	82%	90%	100%	100%
Operational Supplies	Approved	Material requests issued and delivered within 5 calendar days	Material requests issued and delivered within 7 calendar days	Material requests issued and delivered within 7 calendar days	Material requests issued and delivered within 5 calendar days	Material requests issued and delivered within 5 calendar days
	Actual	89.3%	88.5%	90%	90%	95%
MSDS (Materials Safety Data Sheet)	Approved	Providing city staff with 24/7 online access 100% of the time				Providing city staff with 24/7 online access 100% of the time
	Actual	100%	100%	100%	100%	100%
Stores Catalogue	Approved	Providing 24/7 online access to Catalogue details current to one business day 100% of the time				Providing 24/7 online access to Catalogue details current to one business day 100% of the time
	Actual	100%	100%	100%	100%	100%
Inventory	Approved	Turn inventory value at rate of 5.7 times per year	Turn inventory value at rate of 5 times per year	Turn inventory value at rate of 5 times per year	Turn inventory value at rate of 4.5 times per year	Turn inventory value at rate of 4.25 times per year
	Actual	5.9	5.8	3.82	4.0	4.25

The 2015 Service Levels are consistent with the 2014 Approved Service Levels.

Service Performance

Outcome Measures- % Material Requests Delivered Within 7 Calendar Days



- For the year 2013, 90.20% of materials were delivered within 7 days. This was in line with previous years.
- A level decrease projected for 2014 to 65% is as a result of a number of causes including; taking on a considerable amount of new business increasing the demand on the couriers (2) and the delivery trucks (2); instances of truck breakdowns and regular maintenance putting trucks are out of service; and transition to the new warehouse.
- It is anticipated that MM&S deliveries will return to the projected 95% in 2015 with operational improvements.

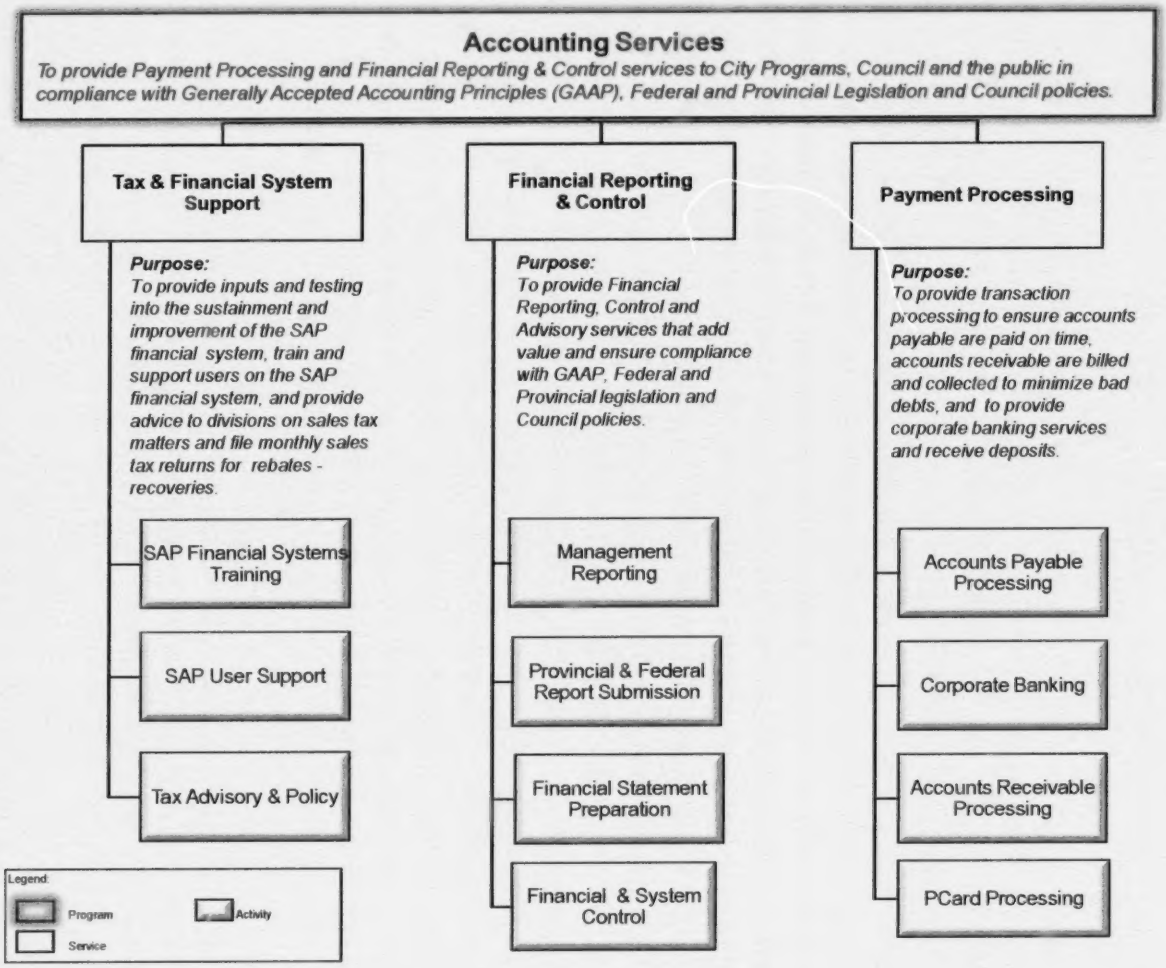
Table 7
2015 Service Budget by Activity

(In $000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
PMM-Materials Management Stores & Distribution	3,003.0	3,061.3		3,061.3	58.3	1.9%		3,061.3	58.3	1.9%				
PMM-Purchasing	7,482.3	7,651.9		7,651.9	169.6	2.3%	617.0	8,268.9	786.6	10.5%	(14.6)	(0.2%)		
Total Gross Exp.	10,485.3	10,713.2		10,713.2	227.9	2.2%	617.0	11,330.2	844.9	8.1%	(14.6)	(0.1%)		
REVENUE														
PMM-Materials Management Stores & Distribution	783.0	768.9		768.9	(14.1)	(1.8%)		768.9	(14.1)	(1.8%)				
PMM-Purchasing	2,285.0	2,339.1	122.0	2,461.1	176.1	7.7%	617.0	3,078.1	793.1	34.7%	(94.0)	(3.1%)		
Total Revenues	3,068.0	3,108.0	122.0	3,230.0	162.0	5.3%	617.0	3,847.0	779.0	25.4%	(94.0)	(2.4%)		
NET EXP.														
PMM-Materials Management Stores & Distribution	2,220.0	2,292.4		2,292.4	72.4	3.3%		2,292.4	72.4	3.3%				
PMM-Purchasing	5,197.3	5,312.8	(122.0)	5,190.8	(6.5)	(0.1%)		5,190.8	(6.5)	(0.1%)	79.4	1.5%		
Total Net Exp.	7,417.3	7,605.2	(122.0)	7,483.2	65.9	0.9%		7,483.2	65.9	0.9%	79.4	1.1%		
Approved Positions	117.0	122.0		122.0	5.0	4.3%		122.0	5.0	4.3%				

The 2015 Operating Budget for Purchasing & Materials Management (PMM) of $10.714 million gross and $7.483 million net is $0.066 million or 0.9% over the 2014 Approved Net Budget.

- Base budget pressures are mostly attributable to the contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff and step adjustments, common among all activities, result in an increase of $0.111 million in salaries and benefits.
- Base pressures are increased by the annualized cost of 3 positions added in 2014 to PMM result in an increase of $0.084 million in salaries and benefits.
- To mitigate the base pressures, Purchasing initiated a rationalization of types of fees charged to vendors for call documents to reduce the current 6 tier fee structure to 3 tier with higher margins and a separate charge for drawings or plans, resulting in an increase in revenues of $0.122 million.
- The 2015 Operating Budget for PMMD includes funding to undertake a program review at a cost of $0.300 million funded from the Innovation Reserve Fund for a net $0;
- The Service requires 5 new positions to meet the demand for procurement support for program funded capital projects at a cost of $0.317 million in 2015, funded by Toronto Water and Transportation Services for a $0 net, effective April 1, 2015.
- Future year incremental costs of $0.079 million in 2016 are attributable to increases in salaries and benefits.

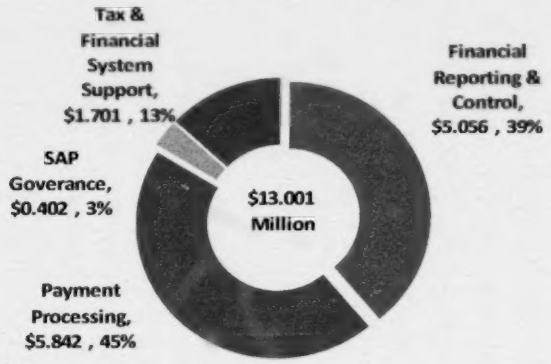
Accounting Services


Accounting Services
To provide Payment Processing and Financial Reporting & Control services to City Programs, Council and the public in compliance with Generally Accepted Accounting Principles (GAAP), Federal and Provincial Legislation and Council policies.
Tax & Financial System Support
Financial Reporting & Control
Payment Processing
Purpose:
To provide inputs and testing into the sustainment and improvement of the SAP financial system, train and support users on the SAP financial system, and provide advice to divisions on sales tax matters and file monthly sales tax returns for rebates - recoveries.
Purpose:
To provide Financial Reporting, Control and Advisory services that add value and ensure compliance with GAAP, Federal and Provincial legislation and Council policies.
Purpose:
To provide transaction processing to ensure accounts payable are paid on time, accounts receivable are billed and collected to minimize bad debts, and to provide corporate banking services and receive deposits.
SAP Financial Systems Training
SAP User Support
Tax Advisory & Policy
Management Reporting
Provincial & Federal Report Submission
Financial Statement Preparation
Financial & System Control
Accounts Payable Processing
Corporate Banking
Accounts Receivable Processing
PCard Processing
Legend:
Program
Activity
Service
Service Customer
Tax & Financial System Support
• City Divisions
Financial Reporting & Control
• City Divisions
• Agencies
Payment Processing
• City Divisions
• Vendors

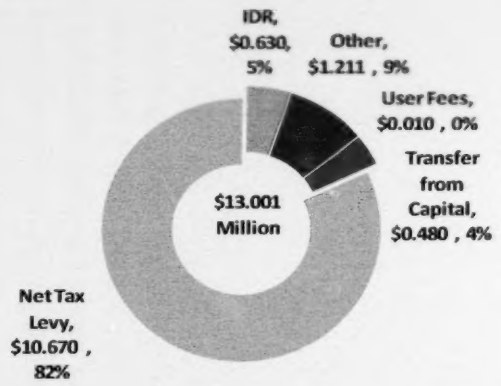
What we do

Provide payment Processing and Financial Reporting & Control services to City Programs, Council and the public in compliance with Generally Accepted Accounting Principles (GAAP), Federal and Provincial Legislation and Council policies.

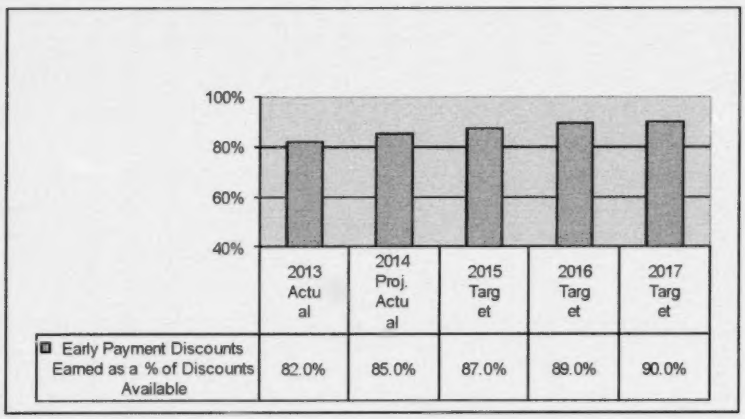
2015 Service Budget by Activity ($000s)


Tax & Financial System Support, $1.701 , 13%
Financial Reporting & Control, $5.056 , 39%
SAP Goverance, $0.402 , 3%
$13.001 Million
Payment Processing, $5.842 , 45%

Service by Funding Source ($000s)



Effectiveness Measures – Early Payment Discounts Earned as a % of Discounts Available



	2013 Actual	2014 Proj. Actual	2015 Target	2016 Target	2017 Target
Early Payment Discounts Earned as a % of Discounts Available	82.0%	85.0%	87.0%	89.0%	90.0%

- Discounts captured in 2014 are consistent with initial projections of $1.1 million.
- Early payment discounts in 2014 increased by $0.220 million from 2012 (2012 Actual: $900,597 vs 2014 $1,120,573).
- Accounting Services, Purchasing Materials Management with City Divisions continue to work with city vendors to capitalize on early payment discount opportunities resulting in an increased rate for discounts.

2015 Service Levels

Accounting Services

Type	Status	Service Levels				2015
		2011	2012	2013	2014	
OMBI	Approved	Completed by Sept 30				Complete by Sept 30
Annual Provincial Financial Information Return (FIR)	Approved	Completed by August 31st			Complete by July 31	Complete by July 31
Infrastructure Funding Reports	Approved	As required				As required
Toronto York Spadina Subway Extension	Approved	Perform banking services and reporting throughout the year				Throughout
Stats Canada	Approved	Semi-annually				Semi-annually
Annual Audited Consolidated Financial Statements	Approved	Complete financial statements with draft audit report prior to June 30th			complete by June 10	complete by June 10
Sinking Fund Audited Financial Statements	Approved	Complete financial statements with draft audit report prior to June 30th			complete by June 10	complete by June 10
Trust Fund Audited Financial Statements	Approved	Complete financial statements with draft audit report prior to June 30th			complete by June 10	complete by June 10
Reserves and Reserve Funds Reports	Approved	Complete Reserves and Reserve Funds reports for submission to BC concurrent with Budget variance reports.				Complete concurrent with quarterly budget reports
Council Remuneration Report	Approved	Complete Council Remuneration Report for submission to EC by March 31			Complete by Apr 30	complete by Mar 31
Consulting Report	Approved	Complete Consulting report for submission to GMC by June 30th				complete by June 30
Special reports, e.g. Deposits, G20	Approved	Complete special reports as required				As required
Development Charges Report	Approved	Complete Development Charges report for submission to BC by August 31				Complete by Aug 31
Semi-annual Treasurer's report	Approved	Complete semi-annual Treasurer's Report for submission to GMC within 90 days				Complete within 90 days
Capital projects review	Approved	Monthly				Monthly
Capital projects review	Approved	Quarterly				Quarterly
Operating review	Approved	Monthly				Monthly
Journal entries	Approved	99% within 2 business days				99% within 2 business days
	Actual	99%	99%	99%	99%	99%
Policies and procedures request for guidance	Approved	As requested				As requested
SAP Financial System Security	Approved	As required				As required
SAP User Administration	Approved	As requested				As requested
SAP Vendor Master Data maintenance	Approved	As required				As required
Month end and year end SAP processing	Approved	As scheduled				As scheduled
Ad hoc reporting	Approved	As required				As required
Advisory role re accounting controls, reporting and	Approved	Provide advice on all material new areas of concern, prior top implementation, and oversight as requested				As requested
Accounting policy development	Approved	Produce and publish timely, relevant and comprehensive accounting policies on issues, prior to adoption of new standards or practices, as required				As required

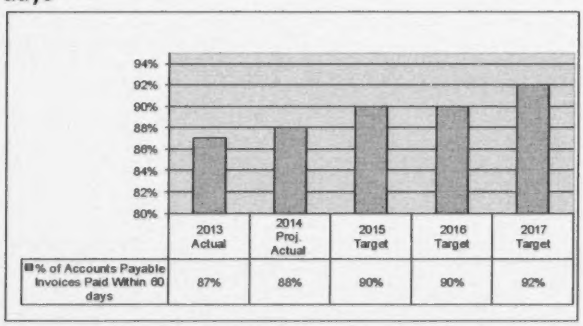
Type	Status	Service Levels				
		2011	2012	2013	2014	2015
Upload/download of cashed cheques	Approved	Daily				Daily
confirmation of direct deposits	Approved	Daily				Daily
Wire / Draft payments	Approved	As required				As required
eCommerce Processing, POS administration	Approved	Daily				Daily
Electronic file of chqs	Approved	Daily				Daily
Exception resolution - Payee Match and others	Approved	Daily				Daily
Cheque voiding, stale-dating, stop payments & corrections	Approved	Daily				Daily
RBC Express Administration	Approved	As required				As required
Bank Reconciliations	Approved	Completed monthly within 30 days				Completed within 30 days
Inter-bank transfers	Approved	As required				As required
Cheque verification or certification	Approved	Daily				Daily
Payments processed	Approved	100% within 24 hours				100% within 24 hours
Collection	Approved	70% within 60 days				70% within 60 days
Write-offs	Approved	Completed throughout the year, prepare report to GMC for April				Report prepared for April GMC
A/P Transactions Processed	Approved	90% of payments made within 60 days				
	Actual	89%	90%	87%	88%	90%
Discounts desk	Approved	80% of discounts captured				
	Actual	81%	80%	82%	82%	85%
Mailroom / Scanned Images	Approved	Daily				Daily
Cheques issued	Approved	Cheques printed on a minimum of every Tuesday & Thursday				Twice per week
Direct deposit payments issued	Approved	Direct Deposits processed a minimum of once per day				Daily
Interface files processing	Approved	Interface files processed within 1 business day of receipt				Within 1 business day
Pcard transaction log forms	Approved	Reviewed within 90 days				reviewed within 90 days
Pcard Issuance	Approved	Within 10 days of request of card from NBC				within 10 days
Pcard Compliance Review Forms	Approved	Reviewed within 90 days				reviewed within 90 days

Type	Status	Service Levels 2011	2012	2013	2014	2015
Classroom Training Sessions	Approved	Classes scheduled based on minimum attendance based on business request				as required
Develop course materials & quick reference guides	Approved	Prior to any Legislative changes.				as required
SAP Applications Support (Help desk inquiries)	Approved	Daily, as requested				as requested
SAP Applications Support (Help desk inquiries)	Approved	Daily, as requested				as requested
SAP System Support - ERP updates tested and applied	Approved	Twice per year, 6 to 8 weeks duration each time				as scheduled
SAP System Support	Approved	Daily, as requested				daily
SAP System Support	Approved	Daily, as requested				daily
SAP System Support	Approved	Daily, as issues arise				daily
HST Remittance	Approved	File by mid-month, coincident with Payroll				by mid-month
Non-resident withholding tax remittance	Approved	File by mid-month				By mid-month
Sales Tax training and updating information on the Accounting Services Website	Approved	As required				As required
Sales Tax recoveries	Approved	Throughout the year				Throughout
Issuance of donation income tax receipts - City Wide	Approved	Issue Tax Receipts within 4 calendar weeks upon receipt of proper documentation				Issued within 4 calendar weeks
Provision of sales tax advice	Approved	As requested or required				As requested/ required
Implication of tax changes	Approved	Implement changes to meet the legislated timelines				As requested/ required

The 2015 Service Levels are consistent with the 2014 Approved Service Levels.

Service Performance

Efficiency Measure – % of Invoices Paid Within 60 days



- With the continuous implementation of "in house" Accounts Payable Transformation initiatives, numerous operational benefits will be realized through streamlining processes towards an electronic environment and focusing on performance results while improving service levels internally and for City vendors.

Table 7

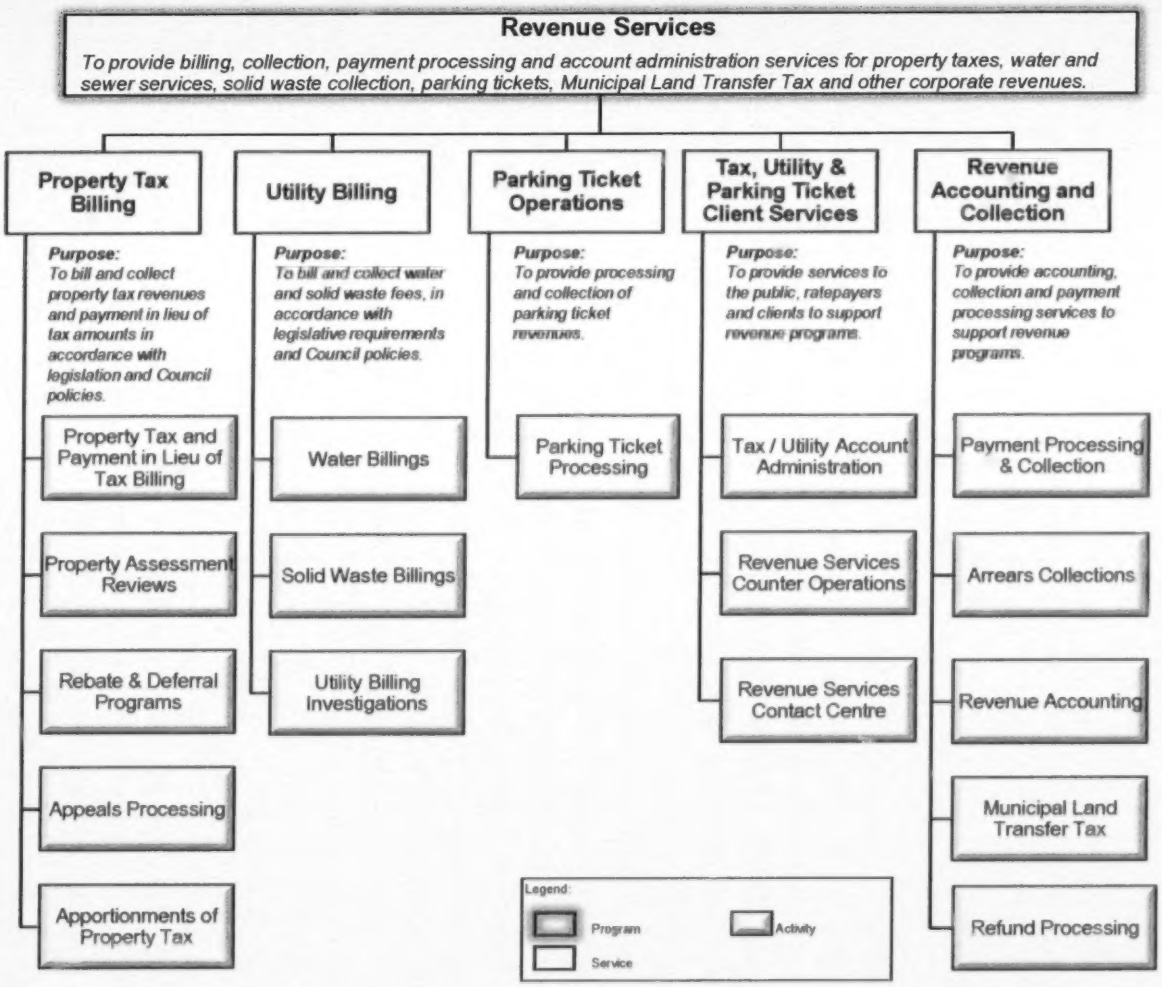
2015 Service Budget by Activity

(in $000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
ASD-Financial Reporting & Control	5,914.5	5,458.5		5,458.5	(456.0)	(7.7%)		5,458.5	(456.0)	(7.7%)				
ASD-Payment Processing	5,269.1	5,913.0	(71.1)	5,841.9	572.8	10.9%		5,841.9	572.8	10.9%	153.0	2.6%		
ASD-Tax & Financial System Support	1,981.8	1,701.0		1,701.0	(280.8)	(14.2%)		1,701.0	(280.8)	(14.2%)	(0.2)			
Total Gross Exp.	13,165.4	13,072.5	(71.1)	13,001.4	12,930.3	98.2%		13,001.4	(164.0)	(1.2%)	152.8	1.2%		
REVENUE														
ASD-Financial Reporting & Control	391.9	393.7		393.7	1.8	0.5%		393.7	1.8	0.5%				
ASD-Payment Processing	1,433.6	1,492.6		1,492.6	59.0	4.1%		1,492.6	59.0	4.1%				
ASD-Tax & Financial System Support	872.8	445.0		445.0	(427.8)	(49.0%)		445.0	(427.8)	(49.0%)				
Total Revenues	2,698.3	2,331.3		2,331.3	2,331.3	86.4%		2,331.3	(367.0)	(13.6%)				
NET EXP.														
ASD-Financial Reporting & Control	5,522.6	5,064.8		5,064.8	(457.8)	(8.3%)		5,064.8	(457.8)	(8.3%)				
ASD-Payment Processing	3,835.5	4,420.4	(71.1)	4,349.3	513.8	13.4%		4,349.3	513.8	13.4%	153.0	3.5%		
ASD-Tax & Financial System Support	1,109.0	1,256.0		1,256.0	147.0	13.3%		1,256.0	147.0	13.3%	(0.2)			
Total Net Exp.	10,467.1	10,741.2	(71.1)	10,670.1	203.0	1.9%		10,670.1	203.0	1.9%	152.8	1.4%		
Approved Positions	128.0	123.0	(1.0)	122.0	(6.0)	(4.7%)		122.0	(6.0)	(4.7%)				

The 2015 Operating Budget for Accounting Services of $13.001 million gross and $10.670 million net is $0.203 million or 1.9% over the 2014 Approved Net Budget.

- Base budget pressures are mostly attributable to the contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff, step adjustments, common among all activities; result in an increase of $0.361 million in salaries and benefits.
- The above increases in salaries and benefits are offset by the reduction of 6 temporary staff positions in Financial Reporting and Control no longer required for capital projects ($0.508 million).
- Base pressure is increased by minor changes to interdivisional charges of $0.010 million.
- Financial Reporting & Control and Payment Processing increased budgeted revenues for late payment charges applied to accounts receivable debtors which will generate a total of $0.050 million in revenues.
- Late payment charges applied to accounts receivable debtors and HST Recoveries have been adjusted to actual experience, increasing budgeted revenues by $0.046 million in Tax and
- Efficiency savings of $0.071 million will be realized in the Payment Processing actual due to the increased use of electronic receipt of invoices, resulting in reductions in hard copy invoices and the deletion of a vacant permanent position.
- Future year incremental costs of $0.153 million in 2016 are attributable to increases in salaries and benefits for programs.

Revenue Services


Revenue Services
To provide billing, collection, payment processing and account administration services for property taxes, water and sewer services, solid waste collection, parking tickets, Municipal Land Transfer Tax and other corporate revenues.
Property Tax Billing
Purpose: To bill and collect property tax revenues and payment in lieu of tax amounts in accordance with legislation and Council policies.
Property Tax and Payment in Lieu of Tax Billing
Property Assessment Reviews
Rebate & Deferral Programs
Appeals Processing
Apportionments of Property Tax
Utility Billing
Purpose: To bill and collect water and solid waste fees, in accordance with legislative requirements and Council policies.
Water Billings
Solid Waste Billings
Utility Billing Investigations
Parking Ticket Operations
Purpose: To provide processing and collection of parking ticket revenues.
Parking Ticket Processing
Tax, Utility & Parking Ticket Client Services
Purpose: To provide services to the public, ratepayers and clients to support revenue programs.
Tax / Utility Account Administration
Revenue Services Counter Operations
Revenue Services Contact Centre
Revenue Accounting and Collection
Purpose: To provide accounting, collection and payment processing services to support revenue programs.
Payment Processing & Collection
Arrears Collections
Revenue Accounting
Municipal Land Transfer Tax
Refund Processing
Legend:
Program
Activity
Service

Service Customer

Property Tax Billing
- Property owners
- City of Toronto Corporation

Utility Billing
- Property owners
- Registered Utility Account holder
- City of Toronto Corporation

Parking Tickets
- Parking ticket recipient
- City of Toronto Corporation

Tax, Utility & Parking Ticket Client Services
- Members of the public
- property tax/utility account holders
- legal community
- property owners
- parking ticket recipients
- Business Improvement Area members
- City of Toronto Corporation

Revenue Accounting & Collection
- Property owners
- Registered utility account holder
- Province of Ontario, School Boards
- City of Toronto Corporation

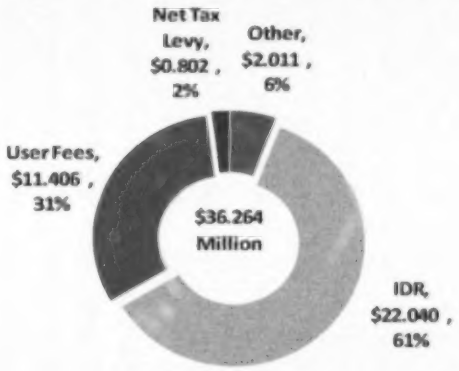
What we do

Provide billing, collection, payment processing and account administration services for property taxes, water and sewer services, solid waste collection, parking tickets, Municipal Land Transfer Tax, and other corporate revenues.

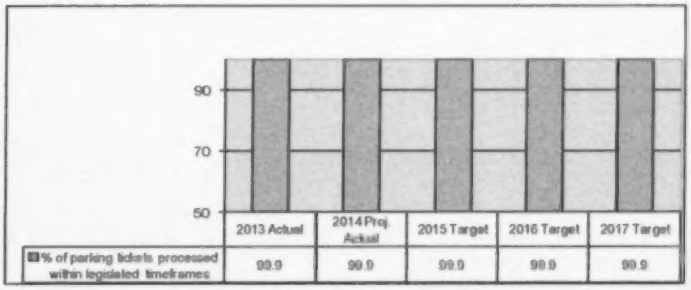
2015 Service Budget by Activity ($000s)

Utility Billing, $4.945 , 13%
Parking Ticket, $3.664 , 10%
Property Tax Billing, $7.567 , 21%
Revenue Accounting & Collection, $9.334 , 26%
Tax, Utility & Parking Ticket Client Services, $10.753 , 30%
$36.264 Million

Service by Funding Source ($000s)



Effectiveness Measure –% Parking tickets Processed within Legislated Time Frames



- The % of tickets that are processed within legislated timeframes has remained constant at 99.9% over the past 3 years. The 2014 forecast for the number of tickets issued is 2.363M.
- It is anticipated that this trend will continue in 2015 to 2017.

2015 Service Levels

Revenue Services

Type	Status	Service Levels 2011	2012	2013	2014	2015
Property Tax Billing (Interim & Final)	Approved	All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
Supplementary/Omitted Tax Billings	Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
Payment in Lieu of Taxes	Approved	All Payment in Lieu of Taxes are prepared and issued consistent with relevant legislation and by-laws, and within legislated time frames				All Payment in Lieu of Taxes are prepared and issued consistent with relevant legislation and by-laws, and within legislated time frames
Business Improvement Area (BIA) levies	Approved	All BIA levies are prepared and issued prior to final property tax billing, to ensure that tax bills include BIA levy.				All BIA levies are prepared and issued prior to final property tax billing, to ensure that tax bills include BIA levy.
	Approved	On average, 120 properties are appealled per year in accordance with council approved criteria and rules and practice of the Assessment Review Board (ARB), and in accordance with timelines set out by Assessment Review Board				On average, 120 properties are appealled per year in accordance with council approved criteria and rules and practice of the Assessment Review Board (ARB), and in accordance with timelines set out by Assessment Review Board
Vacancy Rebates	Approved	Vacancy rebates are processed within legislated timeframe.				Vacancy rebates are processed within legislated timeframe.
Charitable Rebates	Approved	Fully completed charity rebate applications processed within 120 days of application deadline date.				Fully completed charity rebate applications processed within 120 days of application deadline date.
Tax/Water Relief for Low-Income Seniors and	Approved	Fully completed applications processed within 60 days of application deadline date.				Fully completed applications processed within 60 days of application deadline date.
Veterans Clubhouse, Ethno-cultural Monitors	Approved	Fully completed applications processed within 60 days of application deadline date.				Fully completed applications processed within 60 days of application deadline date.
Golf Course deferrals	Approved	Golf course deferrals processed within 60 days of receipt of information.				Golf course deferrals processed within 60 days of receipt of information.
Assessment Appeals	Approved	Residential appeals processed within 30 days following receipt of ARB decision. Non-residential appeals processed within 120 days following receipt of ARB decision.				Residential appeals processed within 30 days following receipt of ARB decision. Non-residential appeals processed within 120 days following receipt of ARB decision.
Property Tax Appeals	Approved	Aproximately 50% of the applications are returned from MPAC in time to be dealt by September 30 of the following year				Aproximately 50% of the applications are returned from MPAC in time to be dealt by September 30 of the following year
	Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
Flat Rate Accounts	Approved	To issue 100% of utility flat ratebillings within scheduled cycles (i.e. former Toronto flat rate billings twice per year and former Etobicoke three times per year)				To issue 100% of utility flat ratebillings within scheduled cycles (i.e. former Toronto flat rate billings twice per year and former Etobicoke three times per year)
Metered Accounts	Approved	25% of all meter readings for metered accounts are estimated readings.				Not applicable - this function transferred to Toronto Water
Water Relief Applications	Approved	92% of applications processed within first billing cycle				95% of applications processed within first billing cycle
	Approved	Mailing of all bills within cycle on schedule				Mailing of all bills within cycle on schedule
Meter Reading	Approved	Read 75% of meters (25% are outcalls ie: no answer at door)				Not applicable - this function transferred to Toronto Water
Meter Investigations	Approved	Complete all service orders that are in Revenue Services' distribution				Complete all service orders that are in Revenue Services' distribution
Parking Ticket	Approved	99.5% of parking tickets processed within legislated timeframes				99.5% of parking tickets processed within legislated timeframes
	Actual	99.74%	99.85%	99.89%	2014 Projected Actual 99%	2015 Projected Actual 99%
Notice of Impending Conviction	Approved	99.5% of notices sent within legislated timeframe				99.5% of notices sent within legislated timeframe
Notice of Fine and Due Date	Approved	99.5% of notices sent within legislated timeframe				99.5% of notices sent within legislated timeframe
Refunds and adjustments	Approved	100% of refunds and adjustments processed within 14 days				100% of refunds and adjustments processed within 14 days
Investigations	Approved	Complete all investigations within 15 days				Complete all investigations within 15 days
Pre-Court Filing	Approved	99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence				99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence

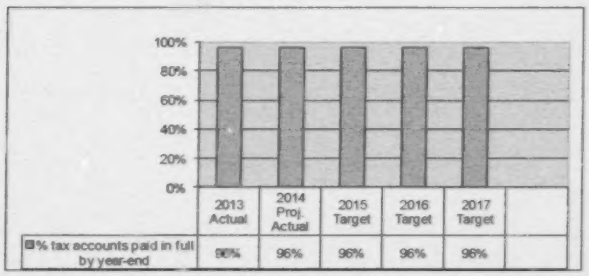
Type	Status	Service Levels 2011	2012	2013	2014	2015
Tax certificate	Approved	Service standard is 20 days, providing that all required information is received.				Service standard is 20 days, providing that all required information is received.
Utility Certificate	Approved	Service standard is 20 days, providing that all required information is received.				Service standard is 20 days, providing that all required information is received.
Ownership Update	Approved	Service standard is 20 days, providing that all required documentation is received.				Service standard is 20 days, providing that all required documentation is received.
Designate/Agent Mailing Request	Approved	Service standard is 20 days, providing that all required documentation is received.				Service standard is 20 days, providing that all required documentation is received.
Pre-authorized Tax Payment	Approved	In order to change financial institution information or cancel participation in the program, customer is required to provide a signed written notice at least 15 days before the next payment date				In order to change financial institution information or cancel participation in the program, customer is required to provide a signed written notice at least 15 days before the next payment date
Pre-authorized Utility Payment	Approved	All PUP applications are processed within a 5 day window				All PUP applications are processed within a 5 day window
Payment Programs-	Approved	All mortgage updates are processed within 30 days				All mortgage updates are processed within 30 days
Mortgage and PILT payment	Approved	All payments are processed within a 3 - 5 day window				All payments are processed within a 3 - 5 day window
	Approved	All customers are served, with 100% completion of customer transactions, with average wait times of less than 10 minutes for tax/utility transactions, and 15 minute wait times for parking ticket transactions.				All customers are served, with 100% completion of customer transactions, with average wait times of less than 10 minutes for tax/utility transactions, and 15 minute wait times for parking ticket transactions.
	Actual	5.6 minutes	5.6 minutes	7.0 minutes	2014 Projected actual 5.06 minutes	
Customer Enquiry - Telephone	Approved	It is estimated that 40% of calls are answered with average wait time of 5 minutes.				It is estimated that 40% of calls are answered with average wait time of 5 minutes.
Customer Enquiry - Correspondence	Approved	All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.				All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.
	Approved	As a minimum 90% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).				As a minimum 90% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).
	Actual	93.6%	91.5%	93.8%	2014 Projected actual 95%	
Registration - Sale of Land	Approved	In excess of 4,000 accounts in arrears are included in this process annually. Two "Sale of Land by Pubic Tender" are conducted annually.			In excess of 7,000 accounts (pre-reg and reg) in arrears are included in this process annually. Two "Sale of Land by Pubic Tender" are conducted annually.	In excess of 7,000 accounts (pre-reg and reg) in arrears are included in this process annually. Two "Sale of Land by Pubic Tender" are conducted annually.
Bailiff Warrants	Approved	5,125 accounts are issued to the bailiffs annually	In excess of 6,000 accounts are issued to the bailiffs annually.			In excess of 6,000 accounts are issued to the bailiffs annually.

		Service Levels				
Type	Status	2011	2012	2013	2014	2015
Internal Collections	Approved	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines (723,036 stmts/notices mailed in 2010).	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines (approximately 780,000 stmts/notices were mailed in 2012).	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines		100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines
Returned Cheques Processing	Approved	In 2010, 95% of Returned Payments received by Revenue Services were processed within 10 business days.	95% of Returned Payments received by Revenue Services were processed within 10 business days.			95% of Returned Payments received by Revenue Services were processed within 10 business days.
Account Analysis / Reconciliation	Approved	In 2010, 95% of the monthly reconciliation and Statements were produced in the following month.	95% of the monthly reconciliation and Statements were produced in the following month.			95% of the monthly reconciliation and Statements were produced in the following month.
MLTT Manual Notices of Assessment	Approved	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accord to the legislated requirements				100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accord to the legislated requirements
Automated MLTT land registration transactions	Approved	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements				100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements
Refunds due to Over-Payments	Approved	To issue credit letters to property owner requesting required information and issue refunds within one year, over 90% of the time. Tax credit balances of $500 or less without an ownership change are transferred to the next billing.				To issue credit letters to property owner requesting required information and issue refunds within one year, over 90% of the time. Tax credit balances of $500 or less without an ownership change are transferred to the next billing.
Refunds due to Appeals and Rebates	Approved	Over 90% of all refunds as a result of the processing of assessment appeals and rebate are processed within 120 days.				Over 90% of all refunds as a result of the processing of assessment appeals/MPAC RFRs and rebates are processed within 120 days.

- The 2015 Service Levels are consistent with the 2014 Approved Service Levels with the exception of:
  - Water meter readings for metered accounts functions have been transferred to Toronto Water in 2013.
  - Sale of Land by Public Tender (conducted annually) - pre-registration and registration of sale of land (in arrears) increased from 4,000 accounts in 2013 to in excess of 7,000 accounts in arrears in 2014.

Service Performance

Effectiveness Measure - % of Tax Accounts paid in Full at year-end



- The % of tax accounts paid in full each year from 2012 through 2014 has remained at 96%.
- This trend will continue in 2015 through 2017 as economic conditions are not expected to change over the next 3 years.

Table 7

2015 Service Budget by Activity

	2014	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
(In $000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
RS-Parking Ticket	3,951.8	3,664.5		3,664.5	(287.3)	(7.3%)		3,664.5	(287.3)	(7.3%)			0.3	
RS-Property Tax Billing	7,304.6	7,566.9		7,566.9	262.3	3.6%		7,566.9	262.3	3.6%	233.9	3.1%	17.8	0.2%
RS-Revenue Accounting & Collection	9,256.8	9,334.5		9,334.5	77.7	0.8%		9,334.5	77.7	0.8%			0.2	
RS_Tax, Utility & Parking Ticket Client Services	10,316.4	10,753.1		10,753.1	436.7	4.2%		10,753.1	436.7	4.2%				
RS-Utility Billing	4,625.9	4,945.1		4,945.1	319.2	6.9%		4,945.1	319.2	6.9%			0.2	
Total Gross Exp.	35,455.5	36,264.1		36,264.1	808.6	2.3%		36,264.1	808.6	2.3%	233.9	0.6%	18.5	0.1%
REVENUE														
RS-Parking Ticket	3,724.1	3,626.1		3,626.1	(98.0)	(2.6%)		3,626.1	(98.0)	(2.6%)				
RS-Property Tax Billing	2,186.8	2,271.0		2,271.0	84.2	3.9%		2,271.0	84.2	3.9%				
RS-Revenue Accounting & Collection	13,559.8	13,921.5		13,921.5	361.7	2.7%		13,921.5	361.7	2.7%				
RS_Tax, Utility & Parking Ticket Client Services	10,191.8	10,470.6		10,470.6	278.8	2.7%	550.0	11,020.6	828.8	8.1%	550.0	5.0%	(0.1)	
RS-Utility Billing	4,544.1	4,515.0	108.0	4,623.0	78.9	1.7%		4,623.0	78.9	1.7%	77.0	1.7%		
Total Revenues	34,206.6	34,804.2	108.0	34,912.2	705.6	2.1%	550.0	35,462.2	1,255.6	3.7%	627.0	1.8%	(0.1)	
NET EXP.														
RS-Parking Ticket	227.7	38.4		38.4	(189.3)	(83.1%)		38.4	(189.3)	(83.1%)			0.3	0.8%
RS-Property Tax Billing	5,117.8	5,295.9		5,295.9	178.1	3.5%		5,295.9	178.1	3.5%	233.9	4.4%	17.8	0.3%
RS-Revenue Accounting & Collection	(4,303.0)	(4,587.0)		(4,587.0)	(284.0)	6.6%		(4,587.0)	(284.0)	6.6%			0.2	
RS_Tax, Utility & Parking Ticket Client Services	124.6	282.5		282.5	157.9	126.7%	(550.0)	(267.5)	(392.1)	(314.7%)	(550.0)	205.6%	0.1	
RS-Utility Billing	81.8	430.1	(108.0)	322.1	240.3	293.8%		322.1	240.3	293.8%	(77.0)	(23.9%)	0.2	0.1%
Total Net Exp.	1,248.9	1,459.9	(108.0)	1,351.9	103.0	8.2%	(550.0)	801.9	(447.0)	-35.8%	(393.1)	(49.0%)	18.6	4.4%
Approved Positions	326.0	326.0		326.0				326.0						

The 2015 Operating Budget for Revenue Services of $36.264 million gross and $1.352 million net is $0.103 million or 8.2% over the 2014 Approved Net Budget.

- Base budget pressures are mostly attributable to the contractually obligated increases of 2.25% cost of living allowance, progression pay for union and management staff, step adjustments, common among all activities; result in an increase of $0.756 million in salaries and benefits.
- Additional base budget pressures are primarily due to a 3.2% inflationary increase applied to postage required for Property Tax and Utility Billing actual resulting in an increase by $0.120 million.

- Additional base budget pressures in Tax Utility & Parking Ticket Client Services include increased interdivisional service charges of $0.098 million for increased audit costs and legal support.
- Base pressures are reduced by annualized revenue of $0.018 million emanating from the 2014 Council approved user fees and, in accordance with Council's approved User Fee Policy, inflationary increases that reflect service specific cost increases to recover the full costs, resulting in additional revenues of $0.239 million.
- The Utility Billing area is proposing to increase user fees for the issuance of Utility Certificate from $25 to $50 increasing revenues in 2015 by $0.108 million gross and in 2016 by an incremental $0.077 million which will mitigate 2015 Budget pressures for the Office of the Treasurer's Program.
  - The 2015 Operating Budget for Tax, Utility & Parking Ticket Client Services includes $0.550 million in revenues for new user fees to recover costs for the administration of the issuance of client notification billing lists to the mortgage company (identifying principal and any outstanding tax or amounts transferred to tax). This service is currently performed at no charge. Costs of providing this service are currently absorbed within existing divisional overhead costs.
- Future year incremental reduction of $0.393 million in 2016 is attributable to increases in salaries and benefits of $0.234 million reduced by annualized user fees of $0.627 million. Incremental costs in 2017 are attributable to increases in salaries and benefits of $0.019 million.
- The there is no COLA estimated in 2016 for it is a collective bargaining year.

Sustainable Energy Plan

2015 – 2024 Capital Budget and Plan Overview

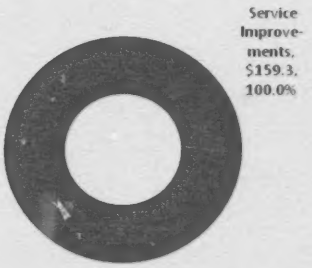
The Sustainable Energy Plan (SEP) provides funding to invest in local energy initiatives that maintain the City of Toronto as a world leader in the sustainable use of energy from local, clean and renewable sources.

The 2015–2024 Capital Budget and Plan of $159.251 million invests in the City's energy infrastructure to continually reduce the energy requirements of City operations, meet the energy reduction targets set by City Council, pursue directives issued by City Council to ensure the future energy security of the City, and reduce the Green House Gas (GHG) footprint.

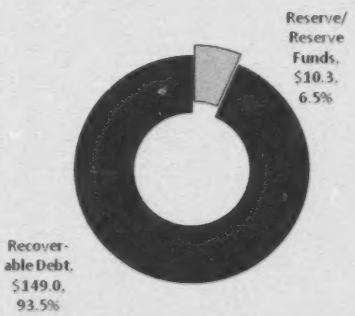
The 10-Year Capital Plan also allocates funding for community based green energy projects and various energy retrofit and conservation and demand management projects at facilities across the City.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- ✓ Successfully implemented the Home Energy Loan Program - using local improvement charges to fund deep energy retrofits in residential buildings.
- ✓ Prepared an Energy Conservation & Demand Management Plan identifying projects in over 500 City buildings that have the potential to generate utility savings in excess of $17 million - unanimously approved by Council in July.
- ✓ Completed Phase I of the City/Toronto Hydro Solar PV program (10 installations), and Phase I of the City microFIT program (6 installations)
- ✓ Received 10 Feed-in Tariff contracts from the Ontario Power Authority for Phase 2 of the City/Toronto Hydro Solar PV program
- ✓ Substantially completed energy retrofits at Parks, Forestry and Recreation facilities, utilizing $1 M in Sustainable Energy Reserves funds, were substantially completed in 2014
- ✓ Received Council approval to proceed with the Exhibition Place LED Lighting project and enroled the Kipling Acres Long-Term Care Home in the Demand Response Program

Key Challenges & Priority Actions

- Working with internal and external stakeholders to ensure the City of Toronto Agencies, Corporations and Divisions, as well as community organizations **improve energy efficiency and reduce environmental footprint**.
  - ✓ Implement the *Energy & Conservation Demand Management Plan (ECDM)* to reduce energy consumption at City facilities and green house gas emissions. The 2015 – 2024 Capital Plan includes funding of $36.500 million to perform energy audits and implement energy retrofit projects at City facilities, including Agencies.
  - ✓ Continue to develop and promote the Residential Energy Retrofit Program. The 2015-2024 Capital Plan provided funding of $8.000 million to provide loans to homeowners, allowing them to pay for energy efficiency and water conservation projects over time through their property tax bills.

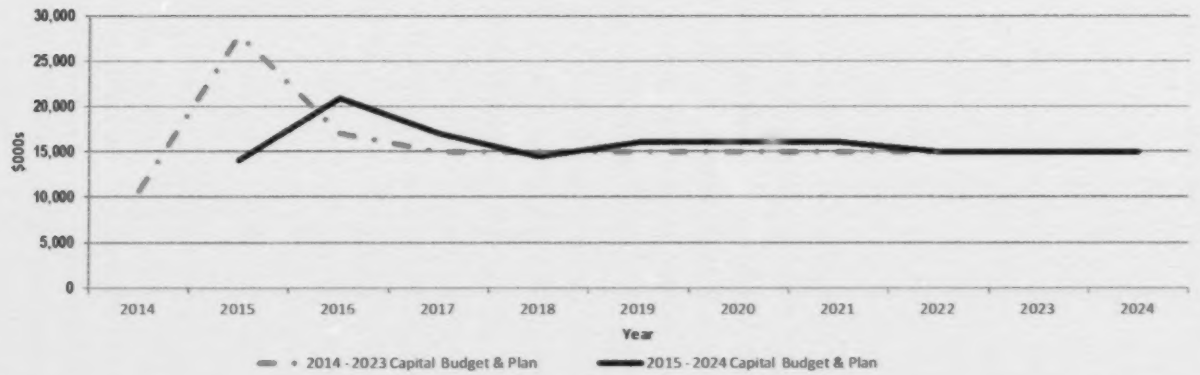
2015 Capital Budget Highlights

The 2015 Capital Budget for the Sustainable Energy Plan of $21.910 million, including carry forward funding will:

- Continue the following projects:
  - ✓ Demand Response Program and Conservation Demand Management which funds energy retrofit projects that contribute to the reduction of electricity demand to balance province wide demand and supply capability during periods of electricity constraint, and improves the City's energy security ($1.855 million).
  - ✓ Renewable Energy Program which encompasses projects that harness energy that comes from natural, sustainable sources such as the sun, the earth and biomass, and provides a cleaner alternative to generating energy from fossil fuels ($7.079 million in 2015)
  - ✓ Residential Energy Retrofit Program to initiate energy conservation projects in single family homes and multi-residential locations ($5.600 million in 2015).
- Begin 8 new energy conservation projects for City Programs and Agencies, including, but not limited to:
  - ✓ An investment of $1.437 million for upgrades to major energy consuming equipment at various locations.
  - ✓ *The microFIT, FIT and Mid-Size Solar Photovoltaic* programs, an investment in solar generated energy at various locations throughout the City, totalling $3.000 million in 2015.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	10,719	27,912	17,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		160,631
2015 - 2024 Capital Budget & Plan		14,037	20,830	17,017	14,367	16,000	16,000	16,000	15,000	15,000	15,000	159,251
Change %		-49.7%	22.5%	13.4%	-4.2%	6.7%	6.7%	6.7%	0.0%	0.0%		-0.9%
Change $		-13,875	3,830	2,017	-633	1,000	1,000	1,000	0	0		-1,380

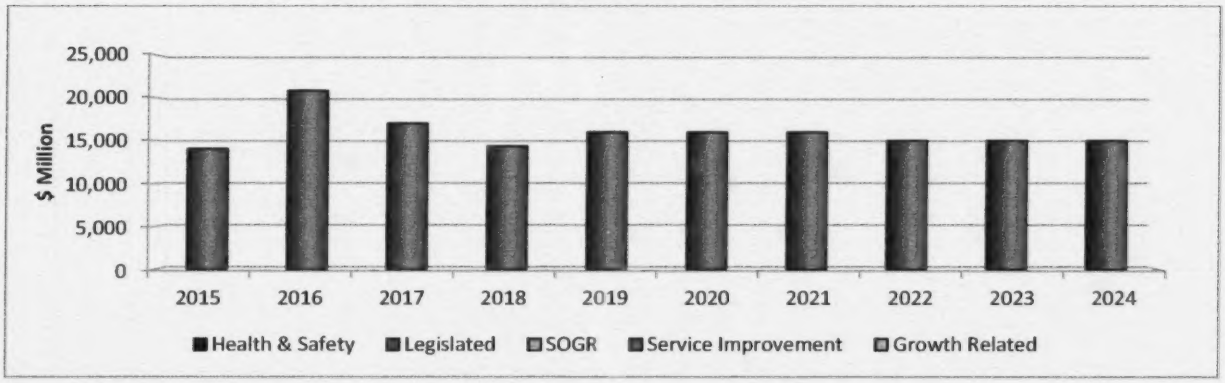
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Service Improvements													
Energy Retrofit Project - Animal Services Efficiency Measures	45	147										**147**	192
Energy Retrofit Project - Cummer Lodge	65	205										**205**	270
Energy Retrofit Project - Kipling Acres			85									**85**	85
Energy Retrofit Project - Water Retrofits in Civic Centres	210	630										**630**	840
Energy Retrofit Project - Americas Pavillion Toronto Zoo	60	205										**205**	265
Energy Retrofit Project - LED Building Lighting		250	250									**500**	500
Energy Conservation & Demand Management (with Future Years)		500	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	**36,500**	36,500
Community Energy Planning			367	367	367							**1,101**	1,101
District Energy Systems - Future Years			1,400	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**17,400**	17,400
Demand Response, NG Generators at Corporate Facilities		355	1,050									**1,405**	1,405
Demand Response / CDM - Future Years			1,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000	**15,000**	15,000
Solar PV Installations - MicroFIT Program and Future Years	730	800	500	500	500	500	500	500	500	500	500	**5,300**	6,030
Solar PV Installations - Mid-Size PV Program - 2015		1,000										**1,000**	1,000
Solar PV - FIT Program (with Future Years)	3,200	1,200	2,000	2,000	2,000	2,000	2,000	2,000	1,000	1,000	1,000	**16,200**	19,400
Solar PV Installations - FIT - Toronto Hydro JV			3,000	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**12,000**	12,000
GeoExchange (McGregor)		265										**265**	265
GeoExchange - 2015 & Future Years	235	1,130	500	500	500	500	500	500	500	500	500	**5,630**	5,865
Biomass (Future Years)			100	1,650								**1,750**	1,750
Community Based Green Energy Projects - 2015 & Future Years		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,000**	10,000
Residential Energy Retrofit Program (HELP)	2,000	5,000	3,000									**8,000**	10,000
Combined Heat & Power - Future Years		1,350	2,578	2,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	**25,928**	25,928
Total Expenditures by Category	**6,545**	**14,037**	**20,830**	**17,017**	**14,367**	**16,000**	**16,000**	**16,000**	**15,000**	**15,000**	**15,000**	**159,251**	**165,796**

Chart 2

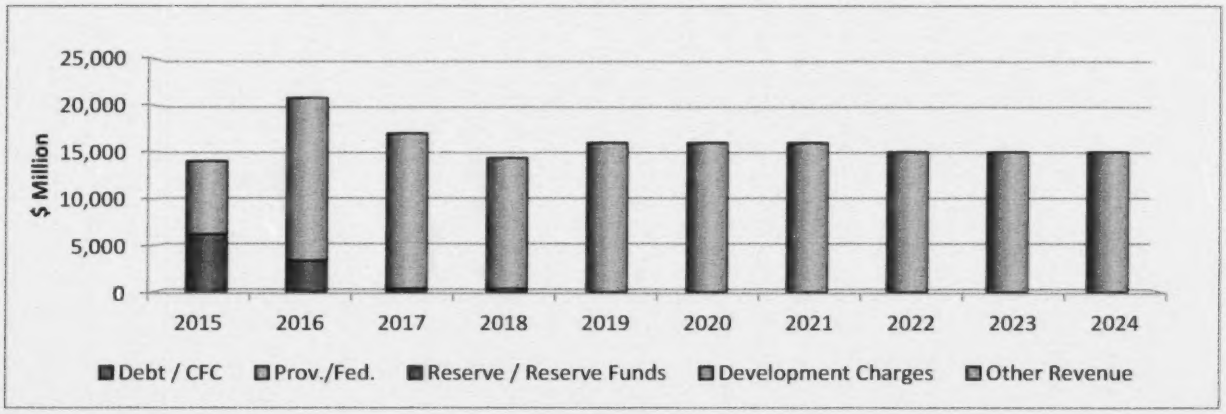
2015 – 2024 Capital Plan by Project Category (In $000s)



As illustrated in the chart above, the Sustainable Energy Plan is comprised entirely of Service Improvement related projects. Table 3 (on the next page) highlights the capital projects over the 10-Year Recommended Capital Plan.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $159.251 million will be financed by the following sources:

- Recoverable debt accounts for $148.950 million or 93.5% of the financing for projects in the 10-Year Capital Plan.
  - Projects funded through recoverable debt must meet the eligible criteria approved by City Council outlined in the report entitled, "Repurposing of the Sustainable Energy Funds and New Funding Model for City Energy Projects": Specifically:
    - Projects must generate energy savings or revenue sufficient to offset their respective debt service schedule over the performance life of the asset.

- Each project that is funded through recoverable debt requires an extensive business case which clearly details the operating impact for City Programs and Agencies affected.
- All debt must be repaid within 20 years.

- Reserve and Reserve Funds constitute $10.301 million or 12.5% of the required funding, which will be utilized in the first 5 years.
  - The Local Improvement Charges Energy Works Reserve Fund is a revolving fund that supports the newly established Residential Energy Retrofit Program designed to advance funding to consenting property owners interested in undertaking qualifying energy and water improvements and are willing to allow the City to impose a Local Improvement Charge (LIC) on their property to secure repayment. Funding in the amount of $8.000 million is provided for the Residential Energy Retrofit Program.
  - The continuation of the Solar Photovoltaic Program and Community Planning Program will draw $1.200 million and $1.101 million, respectively from the Toronto Energy Conservation Fund.

Table 2
Net Operating Impact Summary (In $000s)

	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Water Retrofits at Civic Centres													(129.0)	
Energy Retrofit (Cummer Lodge)									(82.0)		(82.0)		(97.0)	
GeoExchange (2013)													(32.0)	
Total (Net)									(82.0)				(258.0)	

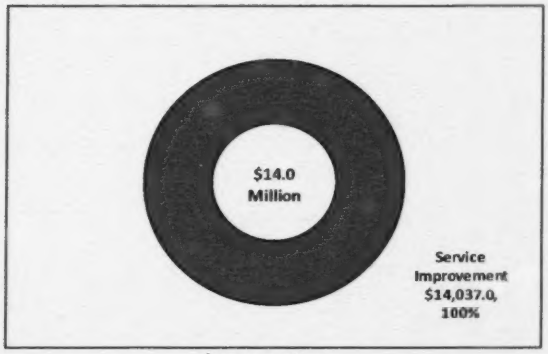
The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $0.258 million net over the 2015 – 2024 period, as shown in the table above.

- Once a project is completed, realized savings will be used to recover debt servicing costs in the City's Capital and Corporate Financing Account.
- Once the debt has been fully repaid, cost savings will be permanently realized through reductions in the Program's Operating Budget.

Savings after debt servicing costs are fully repaid will be realized from the following projects:

- *Water Retrofit* projects at Civic Centres with an expected payback period of 8 years will generate savings of $0.129 million in 2024.
- *The Energy Retrofit Project* will generate total net energy savings of $0.258 million over the 10-year period 2015 -2024, including net energy savings of $0.082 million in 2019, an additional $0.015 million for a total of $0.97 million annualized savings in 2020 at Cummer Lodge.
- The GeoExchange program will generate savings of $0.032 million in 2024.

2015 Capital Budget by Project Category (in $Millions)



$14.0 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $14.037 million.

The Program is entirely comprised of Service Improvement projects dedicated to increasing energy efficiency and reducing greenhouse gas emissions, including:

- The Energy Retrofit and Conservation Energy Demand Projects ($1.937 million);
- The Demand Response Program ($0.355 million);
- Community-Based Green Energy Projects ($1.000 million);
- The Renewable Energy Program ($4.395 million);
- The Combined Heat and Power Project ($1.350 million); and
- The Residential Energy Retrofit Program is allocated $5.000 million in 2015.

2015 Capital Budget by Funding Source (in $Millions)

$14.0 million

The 2015 Capital Budget is financed primarily by:

- *Recoverable Debt ($7.837 million, 56%)*
  - Recoverable debt finances all projects with the exception of 2 projects financed by Reserve and Reserve Funds listed below.
- *Reserve and Reserve Funds ($6.200 million, 44%)*
  - The Residential Energy Retrofit Program of $5.000 million is funded from a Local Improvements Charge, Energy Works Reserve Fund, a forward revolving fund that is replenished as loans are repaid by homeowners participating in the program.
  - The Solar PV Installations – FIT projects as part of the Renewable Energy Program ($1.200 million) and Community Energy Planning ($0.367 million) are funded by the Toronto Energy Conservation Reserve Fund.

Operating & Capital Budget Summaries
for City Programs and Agencies:

City Hall

Office of the Mayor

2015 Operating Budget Highlights

The operating budget for the Office of the Mayor for 2015 is $2.297 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change $	Change %
Gross Expenditures	1,971.3	2,297.1	325.8	16.5%
Gross Revenues				
Net Expenditures	**1,971.3**	**2,297.1**	**325.8**	16.5%

The 2015 Budget for the Office of the Mayor represents an increase of $0.326 million from 2014, and reflects a return to historical levels of funding for the Office of the Mayor.

2015 Operating Budget Overview

The Office of the Mayor provides the support to the Mayor as the Head of Council and the Chief Executive Officer of the City, as prescribed in the City of Toronto Act, 2006, c. 133 and c. 134.

Fast Facts

- The Mayor is Head of City Council that governs the City with 2.8 million residents and is the largest city in Canada with 8% of Canada's total population, and the 4th largest city in North America
- The Council Term is four years. Mayor John Tory was elected in October 2014 and assumed office December 1, 2014.
- The Mayor's Office budget and staff complement change from Council term to Council term as the budget reflects the priorities and requirements of each Mayor to carry out his/her statutory responsibilities and mandates.
- The Mayor's budget in 2014 was comprised of three components: a reduced Office of the Mayor budget for January 1 to November 30, 2014, budget residing in City Clerk's Office under the direction of the Deputy Mayor for January 1 to November 30, 2014, and a budget for December 2014 to support the Mayor's Office in the new term of Council.

Statutory Role of the Mayor

In accordance with the City of Toronto Act, 2006 (c133), it is the role of the Mayor, as Head of City Council,

- To act as the Chief Executive Officer of the City;
- To preside over Council meetings so that City business can be carried out efficiently and effectively;
- To provide leadership to Council;
- To represent the City and Council at official functions; and
- To carry out duties as head of Council under the Act and under any other legislation.

The Mayor's role also includes providing information and making recommendations to Council with respect to Council's role in clauses 131 (d) and (e) in the City of Toronto Act. These include:

(d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decision of council;

(e) to ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City.

In addition, as Chief Executive Officer of the City (c. 134), the Mayor shall:

(a) uphold and promote the purposes of the City;

(b) Promote public involvement in the City's activities

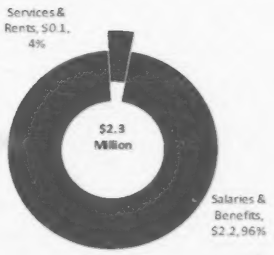
(c) Act as the representative of the City both within and outside the City, and promote the locally, nationally and internationally; and

- Participate in and foster activities that enhance the economic, social and environmental well-being of the City and its residents.

Where the money goes:

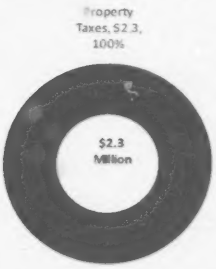
2015 Budget by Service
$2.3 Million

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

Investing in transit to get Toronto moving
- Make transit more affordable for families and deliver services that riders need by significantly expanding and enhancing transit service, reducing wait times and crowding, and eliminating fares for children 12 years and under.
- Implement SmartTrack by working in partnership with Metrolinx and the TTC to carry out and accelerate SmartTrack work plan.

Taking action on housing
- Provide safe, affordable housing for the people of Toronto who need it by creating a Housing Task Force to bring better governance, service and value for money to Toronto Community Housing.
- Connect people with jobs.
- Improve transit and build SmartTrack to connect people to jobs and jobs to people by providing the opportunity to work in all four corners of the city.
- Support good programs already available that are assisting youth to secure jobs.

Tackle traffic congestion to get Toronto moving
- Coordinate or accelerate construction, synchronize traffic lights, and ensure existing traffic laws, such as tagging and towing illegal parked vehicles blocking lanes during rush hour, are enforced.

Open Toronto for business
Make sure Toronto is the most welcoming city in North America by keeping taxes down, supporting provincial education initiatives, and encouraging and supporting entrepreneurship and innovation through Enterprise Toronto and Business Improvement Associations.

Role of the Mayor

The role of the Mayor as Head of Council is:

- To act as Chief Executive Officer of the City;
- To preside over meetings of Council so that its business can be carried out efficiently and effectively;
- To provide leadership to Council;
- To represent the City at official functions; and
- To carry out the duties of the Head of Council under the City of Toronto Act, 2006.

The role of the Mayor as Chief Executive Officer of the City is:

- To uphold and promote the purposes of the City;
- To promote public involvement in the City's activities;
- To act as the representative of the City both within and outside the City, and promote the City locally, nationally and internationally; and
- To participate in and foster activities that enhance the economic, social and environmental well-being of the City and its residents.

Table 1

2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 Budget vs. 2014 Budget Approved Changes		Incremental Change 2016 Plan		Incremental Change 2017 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Office of the Mayor											
Gross Expenditures	1,971.3	1,840.5	2,297.1		2,297.1	325.8	16.5%	61.7	2.7%	53.1	2.3%
Revenue											
Net Expenditures	1,971.3	1,840.5	2,297.1		2,297.1	325.8	16.5%	61.7	2.7%	53.1	2.3%
Total											
Gross Expenditures	1,971.3	1,840.5	2,297.1		2,297.1	325.8	16.5%	61.7	2.7%	53.1	2.3%
Revenue											
Total Net Expenditures	1,971.3	1,840.5	2,297.1		2,297.1	325.8	16.5%	61.7	2.7%	53.1	2.3%
Approved Positions	19.0	18.0	20.0		20.0	1.0	5.3%	0.0	0.0%	0.0	0.0%

The 2015 Operating Budget for the Office of the Mayor is $2.297 million gross and $2.297 million net. The net budget has increased by $0.326 million or 16.5% to reflect the cost of staffing and operations for the Office of the Mayor returning to historical levels to provide integral support for the Mayor's statutory responsibilities and priorities.

The 2014 Budget comprised three components:

- A reduced Office of the Mayor budget of $0.914 million from January 1 to November 30, 2014.
- A budget of $0.883 million in the City Clerk's Office operating budget under the direction of the Deputy Mayor for January 1 to November 30, 2014.
- A budget of $0.174 million for December 2014 for support to the Mayor's Office with the new term of Council.

The complement of 19 was based on the 2013 approved budget of the Mayor's Office. The complement for the new Mayor's Office for the new term of council was 17 in December 2014. Approval of the 2015 Operating Budget will result in a staff complement of 20.0 positions.

The 2015 Operating Budget includes base expenditure pressures of $0.326 million net, primarily attributable to salary and non-salary inflationary.

Key cost drivers for the Office of the Mayor are as follows:

- Salary and Benefits of $0.317 million representing the staff requirements for the Mayor's Office.

Approval of the 2015 Base Budget will result in a 2016 incremental net cost of $0.060 million and a 2017 incremental net cost of $0.052 million to maintain the 2015 equivalent in staffing and non-salary requirements.

City Council

2015 Operating Budget Highlights

The total City Council budget for 2015 is $20.685 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change $	Change %
Gross Expenditures	22,287.4	20,815.0	(1,472.4)	(6.6%)
Gross Revenues	2,330.0	130.0	(2,200.0)	(94.4%)
Net Expenditures	**19,957.4**	**20,685.0**	**727.6**	**3.6%**

The 2015 Operating Budget for City Council supports 44 Councillors in fulfilling their statutory mandates.

2015 Operating Budget Overview

Toronto City Council comprises the Mayor and 44 Councillors, one representing each of the city's wards. City Council is the main governing body for the city. As part of the City's legislative process, Councillors sit on Standing Committees and on Community Councils for the area where they have been elected. Councillors are also appointed to agencies and corporations. The role of City Council is described in the City of Toronto Act, 2006, c. 131.

Fast Facts

- The City of Toronto government was created on January 1, 1998 as a result of legislation passed by the Province of Ontario merging seven municipal governments into one single-tier city.
- The Term of Council is four years. The current Council term began December 1, 2014.
- Council has the power to change the mandates and governance of its agencies, with some limitations for the Police, Library and Board of Health.
- City Council decides on strategic policies and priorities and sets the direction for the City of Toronto.
- In 2013, City Council approved a strategic plan for the City of Toronto for 2013-2018.
- A ward boundary review is under way to determine the number of wards for the City of Toronto that meets statutory and representation requirements.

City Council

- Executes its legislative and administrative responsibilities, and exercises all powers exercised through by-laws, except where otherwise permitted by legislation.
- Creates and approves policies and programs, determines service mix, service levels and methods of service delivery, and oversees the work of implementing its decisions.
- Awards contracts, and approves the hiring and dismissal of statutory officers and executive staff.
- Council may, with some limitations, delegate its decision-making authority to committees, City agencies or the Toronto Public Service.
- City Council uses a committee system to manage its legislative process and make decisions. With few exceptions, the business of the City is introduced at a committee and debated for recommendation to Council.
- Each City Councillor serves on the Community Council that incorporates his or her ward. The Mayor is a voting member of all community councils.

Statutory Role of City Council

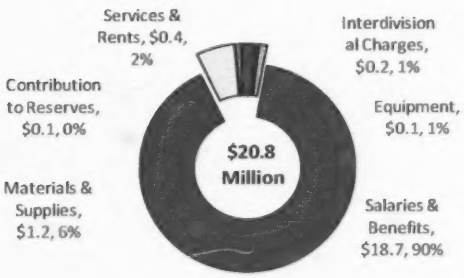
The 2015 Operating Budget of $20.815 million gross and $20.685 million net for City Council will provide funding to support their role under the City of Toronto Act (COTA):

- represent the public and to consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine the services the City provides;
- ensure that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council;
- ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City;
- maintain the financial integrity of the City; and
- carry out the duties of Council under appropriate Acts.

Where the money goes:

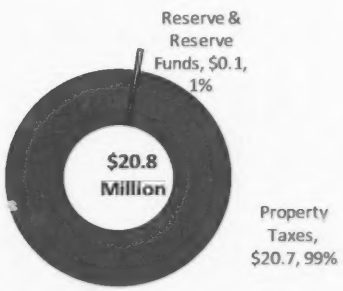
2015 Budget by Service
$20.8 Million

2015 Budget by Expenditure Category


Services & Rents, $0.4, 2%
Interdivisional Charges, $0.2, 1%
Contribution to Reserves, $0.1, 0%
Equipment, $0.1, 1%
$20.8 Million
Materials & Supplies, $1.2, 6%
Salaries & Benefits, $18.7, 90%

Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- The priority and challenge of City Council is to meet the requirements and needs of Toronto's diverse population and communities within fiscal constraints.

Overview

Toronto City Council consists of the Mayor and 44 Councillors, one representing each of the City's wards. The City Council 2015 Operating Budget maintains the 2014 service levels to support the 44 Councillors and their staff.

Statutory Role of City Council

The 2015 Operating Budget of $20.815 million gross and $20.685 million net for City Council will provide funding to support its role under the City of Toronto Act (COTA):

- represent the public and to consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine the services the City provides;
- ensure that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council;
- ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City;
- maintain the financial integrity of the City; and
- carry out the duties of Council under appropriate Acts.

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget			2015 Budget vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget			2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
City Council											
Gross Expenditures	22,287.4	22,015.5	20,815.0		20,815.0	(1,472.4)	(6.6%)	119.2	0.6%	153.6	0.7%
Revenue	2,330.0	2,339.4	130.0		130.0	(2,200.0)	(94.4%)	(100.0)	(76.9%)		
Net Expenditures	19,957.4	19,676.1	20,685.0		20,685.0	727.6	3.6%	219.2	1.1%	153.6	0.7%
Total											
Gross Expenditures	22,287.4	22,015.5	20,815.0		20,815.0	(1,472.4)	(6.6%)	119.2	0.6%	153.6	0.7%
Revenue	2,330.0	2,339.4	130.0		130.0	(2,200.0)	(94.4%)	(100.0)	(76.9%)		
Total Net Expenditures	19,957.4	19,676.1	20,685.0		20,685.0	727.6	3.6%	219.2	1.1%	153.6	0.7%
Approved Positions	176.0	176.0	176.0		176.0						

The 2015 Operating Budget for City Council is $20.815 million gross and $20.685 million net. The net budget has increased by $0.727 million net or 3.6% which reflects inflationary increases for salaries and benefits and Constituency Services and Office Budget cost of living adjustments of $0.372 million net in 2015, $0.030 million net for legal costs, health and safety furniture replacement for Councillor offices of $0.130 million gross and $0 net , the reversal of one-time gapping in 2014 of $0.262 million net and budget to actual salary and benefit adjustments of $0.063 million net.

The increases of $0.219 million and $0.154 million, respectively in 2016 and 2017, are primarily due to salaries and benefits and inflationary increases.

Table 3

2016 and 2017 Plan by Program

	2016 - Incremental Increase					2017 - Incremental Increase				
Description ($000s)	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
CPI and Fringe Benefits	177.4		177.4	0.9%		168.1		168.1	0.8%	
CPI Adjustment on Councillors Office Budget	41.8		41.8	0.2%		43.1		43.1	0.2%	
Adjustment to Furniture Budget	(100.0)	(100.0)								
Other (Less 1 Working Day in 2017)						(57.5)		(57.5)	(0.3%)	
Sub-Total	119.2	(100.0)	219.2	1.1%		153.7		153.7	0.7%	
Total Incremental Impact	119.2	(100.0)	219.2	1.1%		153.7		153.7	0.7%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Councillors' salary and benefits cost of living adjustments totaling $0.177 million are anticipated in 2016 and $0.168 million in 2017.
- Budgetary provisions of 3.0% for (CPI) adjustment for Councillors' Constituency Services and Office Budget totaling $0.042 million and $0.043 million, respectively in 2016 and 2017.
- Reversal of a one-time expenditure of $0.100 million for furniture requirements related to Council transition, funded from the Council Transition Reserves, resulting in a zero net impact in 2016. This will be further reviewed in 2015.

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PART I: 2015 OPERATING BUDGET

Executive Summary

- This Budget Request Overview presents the Council-Approved 2015 Operating Budget of the four (4) Accountability Officers
- The Accountability Officers are independent from the City's Administration and are officers of City Council.
- The Operating Budgets of the 4 Accountability Officers have been consolidated into one Budget for purposes of inclusion in the corporate Operating Budget summary for the City of Toronto.
- Each Accountability Officer is accountable for their own budgets, separate from one another and pursuant to their legal mandates.
- The Accountability Offices' Council-approved 2015 Budget Requests is $8,023.2 thousand gross and net.

	Gross ($000s)	Net ($000s)
Office of the Auditor General	4,716.6	4,716.6
Office of the Integrity Commissioner	427.6	427.6
Office of the Lobbyist Registrar	1,123.9	1,123.9
Office of the Ombudsman	1,755.1	1,755.1
Total 2015 Approved Budget	**8,023.2**	**8,023.2**

- The Council-approved Operating Budgets comprise the following:

The 2015 Base Budget of $7,799.7 thousand gross and net:

	Gross ($000s)	Net ($000s)
Office of the Auditor General	4,666.6	4,666.6
Office of the Integrity Commissioner	338.7	338.7
Office of the Lobbyist Registrar	1,123.9	1,123.9
Office of the Ombudsman	1,670.5	1,670.5
Total 2015 Base Budget	**7,799.7**	**7,799.7**

The Council-approved 2015 New/Enhancements is $223.5 thousand gross and net:

	Gross ($000s)	Net ($000s)
Office of the Auditor General	50.0	50.0
Office of the Integrity Commissioner	88.9	88.9
Office of the Ombudsman	84.6	84.6
Total 2015 New/Enhanced	**223.5**	**223.5**

Table 1: 2015 Budget Requests

	2014		2015 Budget				Change - 2015 Appvd. v. 2014 Appvd. Budget		FY Incremental Outlook	
	2014 Appvd. Budget	2014 Actual	2015 Base Budget	2015 Budget Reduction	2015 New/ Enhanced	2015 Total Appvd. Budget			2016	2017
(In $000s)	$	$	$	$	$	$	$	%	$	$
GROSS EXP.										
Office of the Auditor General	4,685.1	4,385.1	4,666.6	0.0	50.0	4,716.6	31.5	0.7	(36.5)	11.7
Office of the Integrity Commissioner	299.1	347.9	338.7	0.0	88.9	427.6	128.5	43.0	55.0	28.1
Office of the Lobbyist Registrar	1,087.4	1,028.9	1,123.9	0.0	0.0	1,123.9	36.5	3.4	22.7	15.7
Office of the Ombudsman	1,635.8	1,642.6	1,670.5	0.0	84.6	1,755.1	119.3	7.3	79.9	32.0
	7,707.4	**7,404.5**	**7,799.7**	**0.0**	**223.5**	**8,023.2**	**315.8**	**4.1**	**121.1**	**87.6**
REVENUE										
Office of the Auditor General	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0
Office of the Integrity Commissioner	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0
Office of the Lobbyist Registrar	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0
Office of the Ombudsman	0.0	5.8	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0
	0.0	**5.8**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**NA**	**0.0**	**0.0**
NET EXP.										
Office of the Auditor General	4,685.1	4,385.1	4,666.6	0.0	50.0	4,716.6	31.5	0.7	(36.5)	11.7
Office of the Integrity Commissioner	299.1	347.9	338.7	0.0	88.9	427.6	128.5	43.0	55.0	28.1
Office of the Lobbyist Registrar	1,087.4	1,028.9	1,123.9	0.0	0.0	1,123.9	36.5	3.4	22.7	15.7
Office of the Ombudsman	1,635.8	1,636.8	1,670.5	0.0	84.6	1,755.1	119.3	7.3	79.9	32.0
	7,707.4	**7,398.7**	**7,799.7**	**0.0**	**223.5**	**8,023.2**	**315.8**	**4.1**	**121.1**	**87.6**
Approved Positions*										
Office of the Auditor-General	29.5	29.5	29.5	0.0	0.0	29.5	0.0	0.0	0.0	0.0
Office of the Integrity Commissioner	2.0	2.0	2.0	0.0	1.0	3.0	1.0	50.0	0.0	0.0
Office of the Lobbyist Registrar	8.3	8.3	8.3	0.0	0.0	8.3	0.0	0.0	0.0	0.0
Office of the Ombudsman	11.0	11.0	11.0	0.0	1.0	12.0	1.0	9.1	0.0	0.0
	50.8	50.8	50.8	0.0	2.0	52.8	2.0	3.9	0.0	0.0

** Based on Approved Budgeted Positions*

- The Council-approved 2015 Operating Budget Request for the four (4) Accountability Officers totalling $8,023.2 thousand net comprises a base budget request of $7,799.7 thousand net and a new/enhanced request of $223.5 thousand net.
  - The Office of the Auditor General 2015 budget of $4,716.6 thousand net, includes:
    - base budget reduction of $18.5 thousand net as a result of prior year reversals relating to salary and benefit costs, partially offset by COLA

increase, progression pay increase/re-earnable payments, and economic factor adjustments for non-payroll items.

- new/enhancement of $50.0 thousand net.

These result in an increase of $31.5 thousand or 0.7% from the 2014 Approved Operating Budget of $4,685.1 thousand net.

- The Office of the Integrity Commissioner 2015 budget of $427.6 thousand net, includes:
  - base budget pressures of $39.6 thousand net, which include:
    - reversal of one-time non-payroll budget reduction in 2014, budgetary provision for COLA and progression pay increases, and economic factor adjustments for non-payroll items.
    - Annualization impact for a full-time Integrity Commissioner beginning September 6, 2014 per Council direction.
  - new/enhancement of $88.9 thousand.

These result in an increase of $128.5 thousand or43.0% from the 2014 Approved Operating Budget of $299.1 thousand net.

- The Office of the Lobbyist Registrar 2015 budget of $1,123.9 thousand net, includes:
  - base budget pressures of $36.5 thousand net, which include budgetary provision for progression pay increase, COLA pay increase, and economic factor adjustments for non-payroll items.

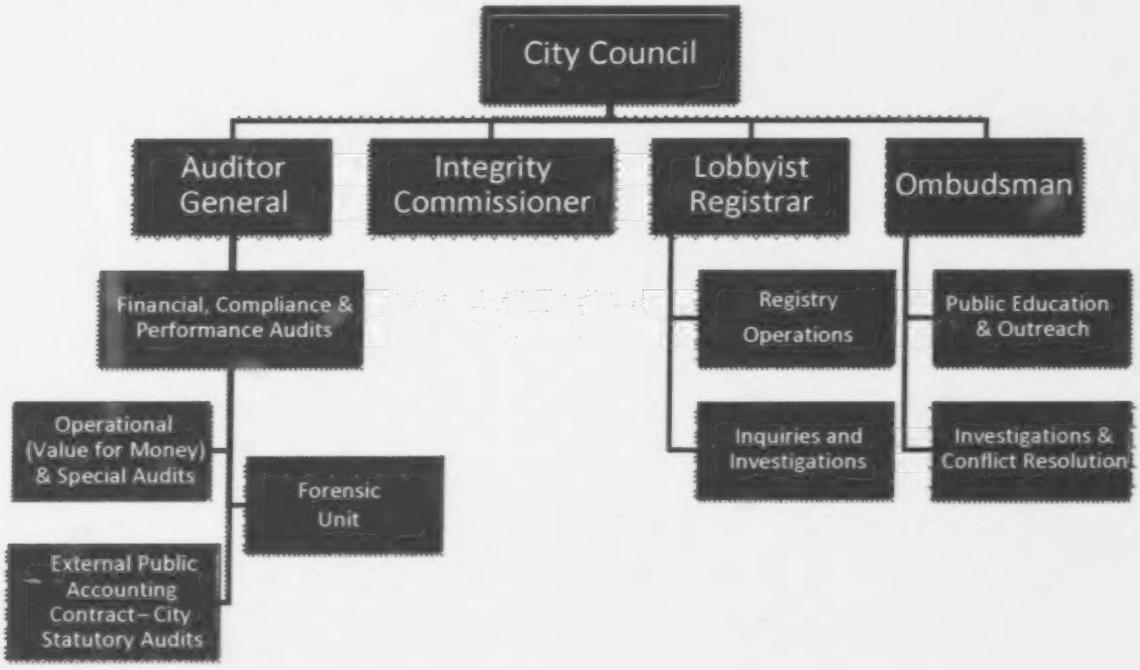
These result in an increase of $36.5 thousand or 3.4% from the 2014 Approved Operating budget of $1,087.4 thousand.

- The Office of the Ombudsman 2015 budget of $1,755.1 thousand net, includes:
  - base budget pressures of $34.7 thousand net, which include budgetary provision for progression pay increase, COLA, benefit adjustment, and economic factor adjustments for non-payroll items.
  - new/enhancement of $84.6 thousand.

These result in an increase of $119.3 thousand or 7.3% from the 2014 Approved Operating Budget of $1,635.8 thousand net.

PART II: REPORTING RELATIONSHIPS OF THE ACCOUNTABILITY OFFICERS

- The Accountability Officers are independent from the City's Administration and are officers of City Council.



- Each Accountability Officer is accountable for their own budgets, separate from one another and pursuant to their legal mandates.

PART III: 2015 BASE BUDGET SUMMARY

Office of the Auditor General

(In $000s)	2014 Appvd. Budget	2015 Base Budget	Change - 2015 Base Budget vs. 2014 Appvd. Budget		FY Incremental Base Outlook	
					2016	2017
	$	$	$	%	$	$
GROSS EXP.	4,685.1	4,666.6	(18.5)	(0.4)	13.5	11.7
REVENUE	0.0		0.0	NA		
NET EXP.	4,685.1	4,666.6	(18.5)	(0.4)	13.5	11.7
Approved Positions	29.5	29.5	0.0	0.0	29.5	29.5

The Office of the Auditor General's 2015 base budget of $4,666.6 thousand net represents a reduction of $18.5 thousand or 0.4% from 2014 Approved Operating Budget of $4,685.1 thousand net.

The major drivers for the base budget increases are:

- Salary increase of $199.5 thousand relating to budgetary provision for increases in progression pay/re-earnable bonus and COLA.
- Economic factor adjustments for non-payroll items of $2.3 thousand.

The increases are more than offset by the reversal of prior year re-earnable payments, lower actual salary for the new Auditor General as well as benefit cost decrease for a total reduction of $220.3 thousand net.

There is no change in approved positions as a result of the 2015 Base Budget.

Office of the Integrity Commissioner

(In $000s)	2014 Appvd. Budget	2015 Base Budget	Change - 2015 Base Budget vs. 2014 Appvd. Budget		FY Incremental Base Outlook	
					2016	2017
	$	$	$	%	$	$
GROSS EXP.	299.1	338.7	39.6	13.2	16.3	25.2
REVENUE	0.0	0.0	0.0	NA	0.0	0.0
NET EXP.	299.1	338.7	39.6	13.2	16.3	25.2
Approved Positions	2.0	2.0	0.0	0.0	2.0	2.0

The Office of the Integrity Commissioner's 2015 base budget of $338.7 thousand net represents an increase of $39.6 thousand or 13.2% from the 2014 Approved Operating Budget of $299.1 thousand net.

The major drivers for the base budget increase are:

- Reversal of one-time 2014 reduction in non-payroll budget of $2.0 thousand
- Annualization impact for full-time Integrity Commissioner $39.4 thousand
- Progression pay increase of $3.1 thousand
- COLA adjustment of $6.1 thousand
- Economic factor adjustments for non-payroll items of $0.4 thousand

The cost pressures are partially offset by benefit rate adjustments of $12.4 thousand.

There is no change in approved positions as a result of the 2015 Base Budget.

Office of the Lobbyist Registrar

(In $000s)	2014 Appvd. Budget	2015 Base Budget	Change - 2015 Base Budget vs. 2014 Appvd. Budget		FY Incremental Base Outlook	
					2016	2017
	$	$	$	%	$	$
GROSS EXP.	1,087.4	1,123.9	36.5	3.4	22.7	15.7
REVENUE	0.0	0.0	0.0	NA	0.0	0.0
NET EXP.	1,087.4	1,123.9	36.5	3.4	22.7	15.7
Approved Positions	8.3	8.3	0.0	0.0	8.3	8.3

The Office of the Lobbyist Registrar's 2015 base budget of $1,123.9 thousand net represents an increase of $36.5 thousand or 3.4% from the 2014 Approved Operating Budget of $1,087.4 thousand net.

The major drivers for the base budget increase are:

- Reversal of one-time non-payroll reduction in 2014 of $20.4 thousand
- Progression pay increase of $19.8 thousand
- COLA adjustment of $17.9 thousand
- Benefit rate adjustment of $10.1 thousand
- Economic factor adjustments of $1.7 thousand related to non-payroll items

The cost pressures are partially offset by budget to actual salary and benefit adjustments of $33.4 thousand.

There is no change in approved positions as a result of the 2015 Base Budget.

Office of the Ombudsman

(In $000s)	2014 Appvd. Budget	2015 Base Budget	Change - 2015 Base Budget vs. 2014 Appvd. Budget		FY Incremental Base Outlook	
					2016	2017
	$	$	$	%	$	$
GROSS EXP.	1,635.8	1,670.5	34.7	2.1	30.4	32.5
REVENUE	0.0	0.0	0.0	NA	0.0	0.0
NET EXP.	1,635.8	1,670.5	34.7	2.1	30.4	32.5
Approved Positions	11.0	11.0	0.0	0.0	11.0	11.0

The Office of the Ombudsman's 2015 base budget of $1,670.5 thousand net represents an increase of $34.7 thousand or 2.1% from the 2014 Approved Operating Budget of $1,635.8 thousand net.

The major drivers for the base budget increase are:

- Progression pay increase of $25.6 thousand
- COLA adjustment of $23.4 thousand
- Benefit rate adjustment of $13.8 thousand
- Economic factor adjustments of $4.8 thousand related to non-payroll items.

These cost pressures are partially offset by salary budget to actual adjustment of $33.0 thousand largely due to a change in staff mix.

There is no change in approved positions as a result of the 2015 Base Budget.

2015 and 2016 Base Outlook: Net Incremental Impacts

The Base Outlooks are projected based on the Accountability Offices' Base Budgets. The Outlooks in Table 1 reflects the total budget requests for the Accountability Offices, including the impact of new/enhanced requests.

Based on the 2015 Base Budget for the Accountability Offices, the incremental cost is estimated at $82.9 thousand net in 2016 and $85.2 thousand net in 2017. Details of the future year costs are as follows:

Office of the Auditor General

2016 Base Outlook totals $13.5 thousand net

- Budgetary provisions of $11.3 thousand for progression/re-earnable and benefit increases
- Economic factor adjustments of $2.2 thousand related to non-payroll.

2017 Base Outlook totals $11.7 thousand net

- Budgetary provisions of $9.5 thousand for progression/re-earnable and benefit increases
- Economic factor adjustments of $2.2 thousand related to non-payroll.

Office of the Integrity Commissioner

2016 Base Outlook totals $16.3 thousand net

- Budgetary provisions of $6.0 thousand for an average 2.65% progression pay increase for eligible non-union staff per Corporate guideline
- Benefit rate adjustment of $9.9 thousand to comply with contract provisions
- Economic factor adjustments of $0.4 thousand related to non-payroll.

2017 Base Outlook totals $25.2 thousand net

- Budgetary provisions of $6.1 thousand for an average 2.65% progression pay increase for eligible non-union staff
- Benefit rate adjustment of $19.8 thousand to comply with contract provisions
- Economic factor adjustments of $0.4 thousand related to non-payroll

The above increases are partially offset by a reduction of $1.1 thousand for the impact of one less working day in 2017 (260 days).

Office of the Lobbyist Registrar

2016 Base Outlook totals $22.7 thousand net

- Budgetary provisions of $16.7 thousand for an average 2.65% progression pay increase for eligible non-union staff per Corporate guideline
- Benefit rate adjustment of $4.4 thousand
- Economic factor adjustments of $1.6 thousand related to non-payroll items.

2017 Base Outlook totals $15.7 thousand net

- Budgetary provisions of $9.8 thousand for an average 2.65% progression pay increase for eligible non-union staff
- Benefit rate adjustment of $2.5 thousand
- Budgetary provision of $5.0 thousand for required computer software maintenance in order to sustain a completed capital project
- Economic factor adjustments of $1.7 thousand related to non-payroll items

The above increases are partially offset by a reduction of $3.2 thousand for the impact of one less working day in 2017 (260 days).

Office of the Ombudsman

2016 Base Outlook totals $30.4 thousand net

- Budgetary provisions of $22.5 thousand for an average 2.65% progression pay increase for eligible non-union staff per Corporate guideline
- Benefit rate adjustment of $3.3 thousand
- Economic factor adjustments of $4.6 thousand related to non-payroll items.

2017 Base Outlook totals $32.5 thousand net

- Budgetary provisions of $21.0 thousand for an average 2.65% progression pay increase for eligible non-union staff
- Benefit rate adjustment of $11.2 thousand
- Economic factor adjustments of $4.8 thousand related to non-payroll.

The above increases are partially offset by a reduction of $4.4 thousand for the impact of one less working day in 2017 (260 days).

No COLA is included for 2016 and 2017 base outlook for the Accountability Officers per Corporate guidelines.

PART IV: 2015 BUDGET REDUCTIONS

Office of the Auditor General

The Office of the Auditor General submitted a budget reduction of $0.0 thousand net.

Office of the Integrity Commissioner

The Office of the Integrity Commissioner submitted a budget reduction of $0.0 thousand net.

Office of the Lobbyist Registrar

The Office of the Lobbyist Registrar submitted a budget reduction of $0.0 thousand net.

Office of the Ombudsman

The Office of the Ombudsman submitted a budget reduction of $0.0 thousand net.

PART V: 2015 NEW REQUESTS

- ***Office of the Auditor General***

  City Council approved the Office of the Auditor General's enhancement request of $50.0 thousand net for third party expertise required for audit projects that are identified in the Auditor General's 2015 Annual Work Plan.

- ***Office of the Integrity Commissioner.***

  The Office of the Integrity Commissioner submitted an enhancement request of $298.5 thousand net, comprising:
  - part-year salary and benefit for 2.0 full-time positions of $115.7 thousand, comprising:
    - 1 Investigator/Analyst
    - 1 Outreach Coordinator
  - one-time set up cost for these positions of $32.8 thousand, and
  - legal and investigative costs of $150.0 thousand.

  These requests build on Council's prior decision to approve a full-time commissioner and will enable the Office to fulfill its statutory duties. It will enable the Office to respond to higher than normal volumes of work, complex cases and the increasing demand for advice and investigations. It will also increase the Office's capacity to provide education and outreach, particularly to Local Boards (Restricted Definition), a sector for which there is insufficient awareness of the applicability of the Standards of Conduct. Please refer to the Commissioner's January 6, 2015 report to Budget Committee for additional information about rationale for these requests.

  City Council approved one additional Investigator/Analyst position for the Office which increases total complement from 2 to 3 positions in 2015. .

- ***Office of the Ombudsman***

  The Office of Ombudsman submitted a new request of $440.0 thousand net:
  - part-year salary and benefit for 6.0 full-time positions of $360.0 thousand, comprising:
    - 1 Senior Investigator/Legal Advisor
    - 3 Investigators
    - 1 Research Associate
    - 1 Administrative Clerk
  - one-time set-up cost of $80.0 thousand for office reconfiguration, workstations and computers.

  In her report to City Council on August 25, 2014 entitled "A Commitment to Oversight: The Origin, Mandate and Purpose of Toronto's Ombudsman," the Ombudsman requested an additional $800 thousand to fund 6 additional positions. Please refer to the link below for her full report:
  http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CC55.6

  The additional positions will strengthen the Office's investigative capacity and add internal legal advice along with greater research support for investigations. This will relieve immediate short term pressures to meet the sharp increase of individual complaints and complex systemic challenges.

  The capacity and resources of the Office are insufficient for the task mandated by the City of Toronto Act, Municipal Code, and the expanded jurisdiction approved by City Council in May 2014. As such, the pace of work and productivity within the Office is not sustainable. Significant investigations requiring external expertise, legal advice and additional contractors have used up the budget allocation and contractors have had to be laid off to compensate for budgetary shortfalls. A backlog of complaints is emerging and the Office can only prioritize them by the nature and degree of urgency.

  City Council approved an increase of one Investigator position which increases total complement from 11 to 12 positions in 2015.

- ***Office of the Lobbyist Registrar***

  There are no new requests for the Office of the Lobbyist Registrar.

Appendix A – 2014 Budget Variance Review

- The Accountability Officers' 2014 Operating Variance at year-end is a net surplus of $308.7 thousand at year-end from the total 2014 Approved Operating Budget of $7,707.4 thousand.

- ***The Office of the Auditor General***

  The Office of the Auditor General ended 2014 with an expenditure surplus of $300.0 thousand from 2014 Approved Operating Budget of $4,685.1 thousand, mainly due to lower actual salary and benefit costs as a result of staff vacancies and lower spending in non-salary.

Accountability Offices (In $000s)	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Actuals	2014 Appvd. Budget vs Actual Variance	
	$	$	$	$	$	%
Office of the Auditor-General						
Gross Expenditures	4,044.0	4,020.5	4,685.1	4,385.1	(300.0)	(6.4)
Revenues	0.0	0.0	0.0	0.0	0.0	0.0
Net Expenditures	**4,044.0**	**4,020.5**	**4,685.1**	**4,385.1**	(300.0)	(6.4)

- ***The Office of the Integrity Commissioner***

The Office of the Integrity Commissioner ended 2014 with an expenditure deficit of $48.7 thousand from 2014 Approved Operating Budget of $299.1 thousand, mainly due to higher spending in external services required due to litigation, complex investigations and external expertise required I and higher salary and benefit costs related to transition costs.

Accountability Offices (In $000s)	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Actuals	2014 Appvd. Budget vs Actual Variance	
	$	$	$	$	$	%
Office of the Integrity Commissioner						
Gross Expenditures	210.1	244.4	299.1	347.9	48.7	16.3
Revenues	0.0	0.0	0.0	0.0	0.0	0.0
Net Expenditures	**210.1**	**244.4**	**299.1**	**347.9**	**48.7**	16.3

- ***The Office of the Lobbyist Registrar***

The Office of the Lobbyist Registrar ended 2014 with an expenditure surplus of $58.5 thousand from the 2014 Approved Operating Budget of $1,087.4 thousand, mainly due to lower salary and benefit costs as a result of staff vacancy during the year, and lower expenditures for services and rents.

Accountability Offices (In $000s)	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Actuals	2014 Appvd. Budget vs Actual Variance	
	$	$	$	$	$	%
Office of the Lobbyist Registrar						
Gross Expenditures	855.4	893.6	1,087.4	1,028.9	(58.5)	(5.4)
Revenues	(8.0)	(0.0)	0.0	0.0	0.0	0.0
Net Expenditures	**847.4**	**893.6**	**1,087.4**	**1,028.9**	(58.5)	(5.4)

- ***The Office of the Ombudsman***

The Office of the Ombudsman ended 2014 with a small deficit of $1k from the 2014 Approved Operating Budget of $1,635.8 thousand.

Accountability Offices (In $000s)	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Actuals	2014 Appvd. Budget vs Actual Variance	
	$	$	$	$	$	%
Office of the Ombudsman						
Gross Expenditures	1,413.9	1,600.0	1,635.8	1,642.6	6.8	0.4
Revenues	(0.6)	(9.9)	0.0	(5.8)	(5.8)	0.0
Net Expenditures	**1,413.3**	**1,590.0**	**1,635.8**	**1,636.8**	**1.0**	0.1

Impacts of the 2014 Operating Variance on the 2015 Budget

The 2015 Budget Requests have been adjusted as a result of the 2014 experience.

The Office of the Auditor General has reduced its 2015 base budget request to reflect lower actual salary and benefit costs, but included a slight increase to hire third party experts with specialized expertise for a future project. As the Council-approved 2015 Budget reflects the budget request of the Office of the Auditor General, the 2014 budget variance has almost a nil effect on the 2015 operational budget.

The Office of the Integrity Commissioner has submitted an enhancement request to address service needs which have created budgetary pressures in 2014.. With City Council's partial approval of the enhancement request in the 2015 Budget, the Office will likely continue to experience budgetary pressures as a result of increasing service needs.

The Office of the Ombudsman has submitted an enhancement request to address service needs which have created budgetary pressures in 2014 and have been managed by laying off contractors undertaking investigations to compensate for budgetary shortfalls. With City Council's partial approval of the enhancement request in the 2015 Budget, the Office may continue to experience budgetary pressures as a result of increasing investigative requirements.

Appendix B1 – Office of the Auditor General
2015 Base Request vs. 2014 Approved Budget

(In $000s)	Summary of 2015 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2016	2017
		$	$	$	$	$
2014 Council Approved Operating Budget	**29.5**	**4,685.1**		**4,685.1**		
Prior Year Impacts:						
Reversals from Prior Year		(220.3)		(220.3)		
Salary & economic factor increases:						
Salary		199.5		199.5	11.3	9.5
Non Salary		2.3		2.3	2.2	2.2
2015 Adjusted Base Budget	**29.5**	**4,666.6**		**4,666.6**	**13.5**	**11.7**
Base Expenditure Changes						
Base Revenue Changes						
2015 Base Budget Request	**29.5**	**4,666.6**		**4,666.6**	**13.5**	**11.7**

Appendix B2 – Office of the Integrity Commissioner
2015 Base Request vs. 2014 Approved Budget

(In $000s)	Summary of 2015 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2016	2017
		$	$	$	$	$
2014 Council Approved Operating Budget	**2.0**	**299.1**		**299.1**		
Prior Year Impacts:						
Annualizations from Prior Year		40.5		40.5		
Reversals from Prior Year		2.0		2.0		
Salary & economic factor increases:						
Salary		(3.2)		(3.2)	15.9	24.9
Non Salary		0.4		0.4	0.4	0.4
2015 Adjusted Base Budget	**2.0**	**338.7**		**338.7**	**16.3**	**25.2**
Base Expenditure Changes						
Base Revenue Changes						
2015 Base Budget Request	**2.0**	**338.7**		**338.7**	**16.3**	**25.2**

Appendix B3 – Office of the Lobbyist Registrar
2015 Base Request vs. 2014 Approved Budget

(In $000s)	Summary of 2015 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2016	2017
		$	$	$	$	$
2014 Council Approved Operating Budget	8.3	1,087.4		1,087.4		
Prior Year Impacts:						
Budget to Actual Adjustment		(33.4)		(33.4)		
Reversal of One-Time Non-Payroll Reductions		20.4		20.4		
Salary & economic factor Increases:						
Salary		47.9		47.9	21.1	12.3
Non Salary		1.7		1.7	1.6	1.7
2015 Adjusted Base Budget	8.3	1,123.9		1,123.9	22.7	13.9
Base Expenditure Changes						1.8
Base Revenue Changes						
2015 Base Budget Request	8.3	1,123.9		1,123.9	22.7	15.7

Appendix B4 – Office of the Ombudsman
2015 Base Request vs. 2014 Approved Budget

(In $000s)	Summary of 2015 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2016	2017
		$	$	$	$	$
2014 Council Approved Operating Budget	**11.0**	**1,635.8**		**1,635.8**		
Actual to Budget Adjustments		(33.0)		(33.0)		
Salary & economic factor Increases:						
Salary		62.8		62.8	25.8	27.8
Non Salary		4.8		4.8	4.7	4.8
2015 Adjusted Base Budget	**11.0**	**1,670.5**		**1,670.5**	**30.4**	**32.5**
Base Expenditure Changes						
Base Revenue Changes						
2015 Base Budget Request	**11.0**	**1,670.5**		**1,670.5**	**30.4**	**32.5**

Appendix C1
2015 Budget Request Summary by Expenditure Category

Office of the Auditor General

in $000s	2012 Actuals $	2013 Actuals $	2014 Approved Budget $	2014 Actuals $	2015 Approved Budget $	Change from 2014 Approved Budget $	Change from 2014 Approved Budget %	2016 Outlook $	2017 Outlook $
Salaries and Benefits	3,662.3	3,941.2	4,541.8	4,297.0	4,520.9	(20.8)	(0.5)	4,532.2	4,541.7
Materials and Supplies	6.1	6.6	15.7	6.1	15.9	0.2	1.6	16.2	16.4
Equipment	2.4	2.2	8.0	1.8	8.1	0.1	1.5	8.3	8.5
Services & Rents	343.1	40.9	90.5	49.4	142.4	51.8	57.3	94.2	96.0
Contributions to Capital						0.0	n/a		
Contributions to Reserve/Res Funds	6.8	6.8	6.8	6.8	6.8	0.0	0.0	6.8	6.8
Other Expenditures						0.0	n/a		
Interdivisional Charges	23.3	22.8	22.3	24.0	22.3	(0.0)	(0.1)	22.3	22.3
TOTAL GROSS EXPENDITURES	4,044.0	4,020.5	4,685.1	4,385.1	4,716.5	31.3	0.7	4,680.0	4,691.7
Interdivisional Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees & Donations	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Transfers from Capital Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Contribution from Reserve/Res Funds	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
TOTAL REVENUE	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
TOTAL NET EXPENDITURES	4,044.0	4,020.5	4,685.1	4,385.1	4,716.5	31.3	0.7	4,680.0	4,691.7
APPROVED POSITIONS	29.0	29.0	29.5	29.5	29.5	0.0	0.0	29.5	29.5

Appendix C2
2015 Budget Request Summary by Expenditure Category

Office of the Integrity Commissioner

in $000s	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Actuals	2015 Approved Budget	Change from 2014 Approved Budget		2016 Outlook	2017 Outlook
	$	$	$	$	$	$	%	$	$
Salaries and Benefits	197.0	239.1	278.0	311.9	387.8	109.7	39.5	458.8	486.5
Materials and Supplies	0.9	0.3	1.5	0.4	1.6	0.0	1.4	1.6	1.6
Equipment	0.0	0.0	0.1	0.6	6.5	6.4	12,558.5	0.1	0.1
Services & Rents	7.9	0.7	14.9	30.6	27.2	12.3	82.6	17.6	17.9
Contributions to Capital	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Contributions to Reserve/Res Funds	4.2	4.2	4.2	4.2	4.2	0.0	0.0	4.2	4.2
Other Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Interdivisional Charges	0.2	0.1	0.4	0.1	0.4	0.0	0.0	0.4	0.4
TOTAL GROSS EXPENDITURES	210.1	244.4	299.1	347.9	427.6	128.5	43.0	482.6	510.7
Interdivisional Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees & Donations	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Transfers from Capital Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Contribution from Reserve/Res Funds	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
TOTAL REVENUE	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
TOTAL NET EXPENDITURES	210.1	244.4	299.1	347.9	427.6	128.5	43.0	482.6	510.7
APPROVED POSITIONS	1.5	1.5	2.0	2.0	3.0	1.0	50.0	3.0	3.0

Appendix C3
2015 Budget Request Summary by Expenditure Category

Office of the Lobbyist Registrar

in $000s	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Actuals	2015 Approved Budget	Change from 2014 Approved Budget		2016 Outlook	2017 Outlook
	$	$	$	$	$	$	%	$	$
Salaries and Benefits	807.6	858.3	1,021.7	982.5	1,036.1	14.5	1.4	1,057.2	1,066.3
Materials and Supplies	6.6	8.1	7.4	5.2	7.5	0.1	1.3	7.6	7.7
Equipment	0.0	1.9	2.2	0.4	0.3	(2.0)	(87.5)	0.3	0.3
Services & Rents	39.5	23.3	54.1	39.1	78.0	23.9	44.3	79.5	86.1
Contributions to Capital	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Contributions to Reserve/Res Funds	1.4	1.4	1.4	1.4	1.4	(0.0)	(0.0)	1.4	1.4
Other Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Interdivisional Charges	0.3	0.7	0.6	0.3	0.6	0.0	0.0	0.6	0.6
TOTAL GROSS EXPENDITURES	855.4	893.6	1,087.4	1,028.9	1,123.9	36.5	3.4	1,146.6	1,162.4
Interdivisional Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees & Donations	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Transfers from Capital Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Contribution from Reserve/Res Funds	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	8.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
TOTAL REVENUE	8.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
TOTAL NET EXPENDITURES	847.4	893.6	1,087.4	1,028.9	1,123.9	36.5	3.4	1,146.6	1,162.4
APPROVED POSITIONS	8.3	8.3	8.3	8.3	8.3	0.0	0.0	8.3	8.3

Appendix C4
2015 Budget Request Summary by Expenditure Category

Office of the Ombudsman

n $000s	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Actuals	2015 Approved Budget	Change from 2014 Approved Budget		2016 Outlook	2017 Outlook
	$	$	$	$	$	$	%	$	$
Salaries and Benefits	1,209.3	1,303.8	1,385.7	1,352.2	1,493.8	108.1	7.8	1,575.4	1,602.7
Materials and Supplies	5.9	10.2	12.4	5.3	12.6	0.2	1.3	12.7	12.9
Equipment	0.8	3.8	6.9	9.0	13.5	6.5	94.5	7.2	7.4
Services & Rents	192.0	271.1	217.2	272.1	221.7	4.5	2.1	226.1	230.5
Contributions to Capital	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Contributions to Reserve/Res Funds	1.8	1.8	1.8	1.8	1.8	0.0	0.0	1.8	1.8
Other Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Interdivisional Charges	4.1	9.2	11.8	2.1	11.8	0.0	0.0	11.8	11.8
TOTAL GROSS EXPENDITURES	1,413.9	1,600.0	1,635.8	1,642.6	1,755.1	119.3	7.3	1,835.0	1,867.0
Interdivisional Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees & Donations	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Transfers from Capital Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Contribution from Reserve/Res Funds	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	0.6	9.9	0.0	5.8	0.0	0.0	n/a	0.0	0.0
TOTAL REVENUE	0.6	9.9	0.0	5.8	0.0	0.0	n/a	0.0	0.0
TOTAL NET EXPENDITURES	1,413.3	1,590.0	1,635.8	1,636.8	1,755.1	119.3	7.3	1,835.0	1,867.0
APPROVED POSITIONS	10.0	11.0	11.0	11.0	12.0	1.0	9.1	12.0	12.0

Appendix D
Inflows/Outflows to/from Reserves & Reserve Funds

Reserve / Reserve Fund Name (in 000s)	Reserve / Reserve Fund Number	Proposed Withdrawals (-) / Contributions (+) 2015 $	2016 $	2017 $
Office of the Auditor General				
Insurance Reserve	XR1010	6.8	6.8	6.8
Office of the Integrity Commissioner				
Insurance Reserve	XR1010	4.2	4.2	4.2
Office of the Lobbyist Registrar				
Insurance Reserve	XR1010	1.4	1.4	1.4
Office of the Ombudsman				
Insurance Reserve	XR1010	1.8	1.8	1.8

Capital Budget Overview

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PART I: CAPITAL PROGRAM

Executive Summary

- The Accountability Officers for the City of Toronto are:
  - The Office of the Auditor General
  - The Office of the Integrity Commissioner
  - The Office of the Lobbyist Registrar and
  - The Office of the Ombudsman
- The Accountability Officers are independent from the City's Administration and are officers of City Council.
- The Accountability Officers' 2015 – 2024 Capital Budget & Plan reflects the capital budget requirements for Office of the Auditor General, Office of the Lobbyist Registrar and Office of the Ombudsman. There are no capital budget requirements for the Office of the Integrity Commissioner.
- The Accountability Officers' 2015 – 2024 Capital Budget & Plan has been consolidated into one Budget for purposes of inclusion in the corporate Capital Budget Summary for the City of Toronto. Each Accountability Officer is accountable for its own budget, separate from one another and pursuant to their legal mandates.
- The Accountability Officers' 10-Year Capital Plan provides for the tools, systems and resources required to fulfill their statutory mandates as stipulated in the City of Toronto Act and Municipal Code Chapter 3. These projects are critical to the operations of the Offices to build public trust and confidence in government. The funding requests incorporate the Accountability Officers' State of Good Repair (SOGR) and Service Improvement capital requirements.
- The Accountability Officers' capital budget requirements prior to 2011 were part of City Clerk's Office's approved capital budget, with the exception of the Office of the Auditor General.

- The 10-Year Capital Plan totals $2.585 million:
  - ***Office of the Auditor General*** requires debt funding of $0.695 million over the 10 year period for the state of good repair of the Complaint Management System and the purchase of Audit Management Software.
  - ***Office of the Lobbyist Registrar*** requires debt funding of $0.660 million over the 10-year period for Lobbyist Registry State of Good Repair (SOGR).
  - ***Office of the Ombudsman*** requires debt funding of $1.230 million over the 10-year period to maintain State of Good Repair of its Case Management System.

- The 10-Year Capital Plan of $2.585 million comprised of State of Repair and Service Improvement Projects:
  - ***Office of the Auditor General.*** $0.565 million or 81% is for State of Good Repair project and $0.130 million or 19% is for Service Improvement for a total of $0.695 million.
  - ***Office of the Lobbyist Registrar.*** $0.660 million or 100% of the capital plan is for State of Good Repair Projects.
  - ***Office of the Ombudsman.*** $1.230 million or 100% is for State of Good Repair Project.
- There are no operating impacts to sustain capital systems for the Office of the Auditor General and Office of the Ombudsman. The Office of the Lobbyist Registrar requires $0.005 million in operating impacts of capital for application maintenance and support in 2017.

10-Year Capital Plan Overview

Office of the Auditor General

- The main objective of the 10-Year Capital Plan is to provide a state of good repair replacement of the Fraud & Waste Hotline Complaint Management System and to purchase an Audit Management Software for value for money audits.
- The 10-Year Capital Plan totals $0.695 million and is fully funded by debt.
- The 10-Year Capital Plan of $0.695 million is 81% for State of Good Repair and 19% for Service Improvement.
- There is no State of Good Repair backlog
- The 10-Year Capital Plan has no impact on future year Operating Budgets.

Office of the Lobbyist Registrar

- The main objective of the 10-Year Capital Plan is to provide the funding for the systems and the tools to support the mandate of the Office of the Lobbyist Registrar, per the City of Toronto Act 2006 and Municipal By-Law 140.
- The 10-Year Capital Plan totals $0.660 million and is fully funded by debt.
- The 10-Year Capital Plan of $0.660 million is 100% for a State of Good Repair project.
- There is no State of Good Repair backlog.
- The 10-Year Capital Plan has an operating impact of $0.005 million in the 2017 Operating Budget for application maintenance and support.

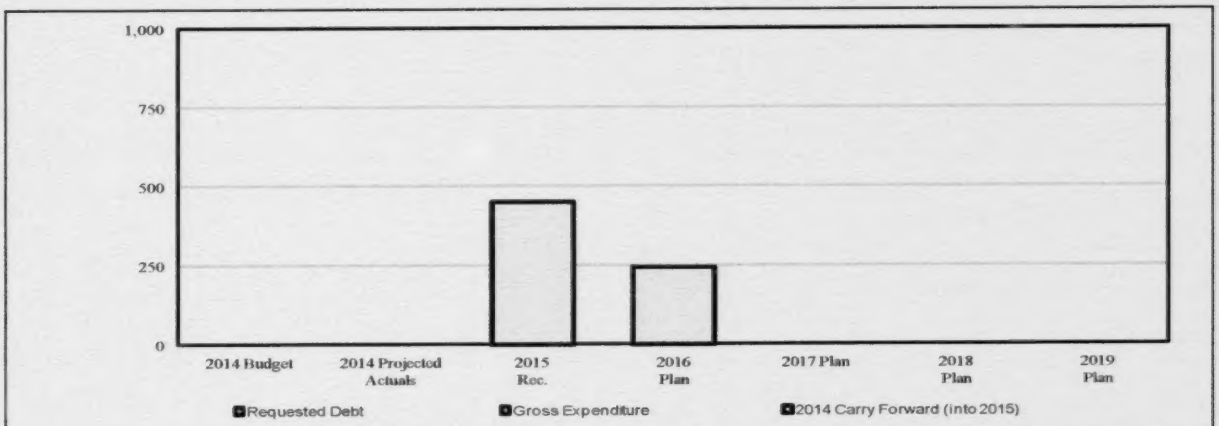
Office of the Ombudsman

- The main objective of the 10-Year Capital Plan is to provide the funding for the case management system and the tools to support the Office of the Ombudsman's mandate per the City of Toronto Act, 2006.
- The 10-Year Capital Plan totals $1.230 million, is to maintain the Case Management System in a State of Good Repair condition.
- The 10-Year Capital Plan is fully funded by debt.

- The 10-Year Capital Plan is 100% for a State of Good Repair project.
- There is no State of Good Repair backlog.
- The 10-Year Capital Plan has no impact on future year Operating Budgets.

10-Year Capital Plan
2015 Budget, 2016 - 2024 Plan

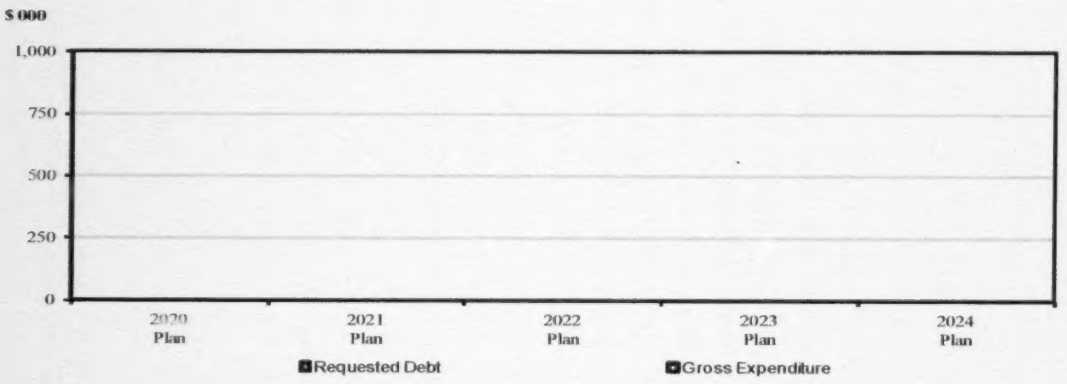
Office of the Auditor General



	2014		2015 Budget and 2016-2019 Plan						
	Budget	Projected Actual	2015	2016	2017	2018	2019	2015-2019	5-Year Total Percent
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments *									0%
Recommended Changes to Approved FY Commitments									0%
2015 New/Change in Scope and Future Year Commitments			451	114				565	81%
2016- 2019 Capital Plan Estimates				130				130	19%
1-Year Carry Forward to 2015		0							
Total Gross Annual Expenditures & Plan	0	0	451	244	0	0	0	695	100%
Program Debt Target	0		0	0	0	0	0	0	
Financing:									
Requested Debt	0		451	244	0			695	100%
Reserves/Reserve Funds									0%
Development Charges									0%
ISF									0%
Provincial/Federal									0%
Debt Recoverable									0%
Other Revenue									0%
Total Financing	0		451	244	0	0	0	695	100%
By Category:									
Health & Safety									0%
Legislated									0%
SOGR	0		451	114				565	81%
Service Improvement				130				130	19%
Growth Related									0%
Total By Category	0		451	244	0	0	0	695	100%
Yearly SOGR Backlog Estimate (not addressed by current plan)								0	
Accumulated Backlog Estimate (end of year)								0	
Operating Impact on Program Costs								0	
New Positions									

Accountability Officers (Auditor General, Integrity Commissioner Lobbyist Registrar and Ombudsman)

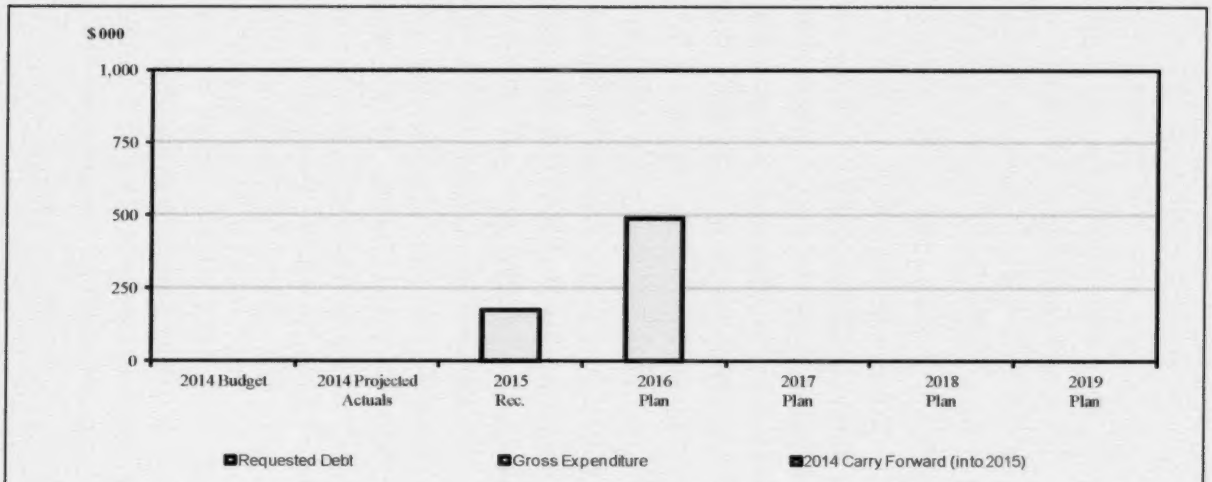
2015 – 2024 Capital Plan



	2020 - 2024 Capital Plan						
	2020	2021	2022	2023	2024	2015-2024	10-Year Total Percent
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments *						0	0%
Recommended Changes to Approved FY Commitments						0	0%
2015 New/Change in Scope and Future Year Commitments						565	81%
2020 - 2024 Capital Plan Estimates						130	19%
Total Gross Annual Expenditures & Plan	**0**	**0**	**0**	**0**	**0**	**695**	**100%**
Program Debt Target	**0**	**0**	**0**	**0**	**0**	**0**	
Financing:							
Requested Debt	0	0	0	0	0	695	100%
Reserves/Reserve Funds						0	0%
Development Charges						0	0%
ISF						0	0%
Provincial/Federal						0	0%
Recoverable Debt						0	0%
Other Revenue						0	0%
Total Financing	**0**	**0**	**0**	**0**	**0**	**695**	**100%**
By Category:							
Health & Safety						0	0%
Legislated						0	0%
SOGR	0	0	0	0	0	565	81%
Service Improvement	0	0	0	0	0	130	19%
Growth Related						0	0%
Total By Category	**0**	**0**	**0**	**0**	**0**	**695**	**100%**
Yearly SOGR Backlog Estimate (not addressed by current plan)						0	
Accumulated Backlog Estimate (end of year)						0	
Operating Impact on Program Costs						0	
New Positions							

2015 – 2024 Capital Plan

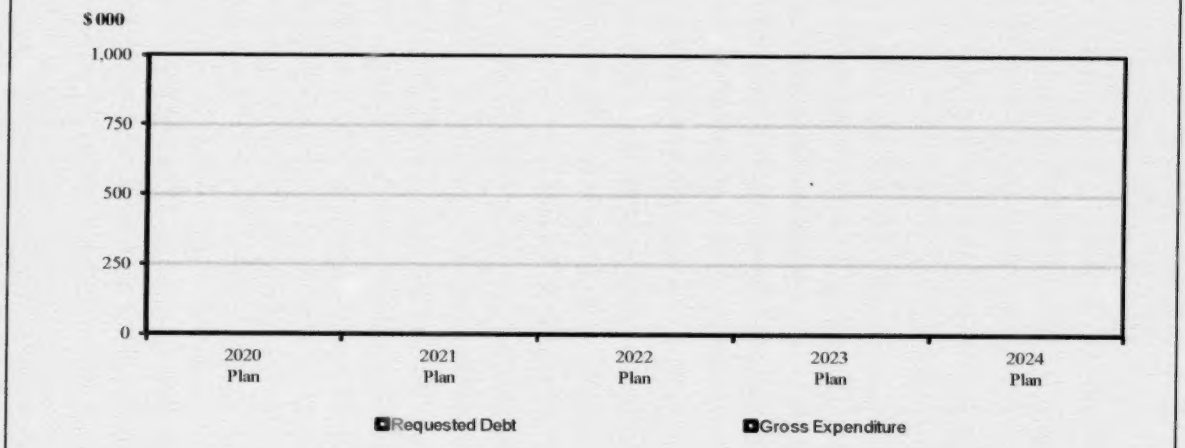
Office of the Lobbyist Registrar



	2014		2015 Budget and 2016-2019 Plan						
	Budget	Projected Actual	2015	2016	2017	2018	2019	2015-2019	5-Year Total Percent
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments	0	0						0	0%
Recommended Changes to Approved FY Commitments								0	0%
2015 New/Change in Scope and Future Year Commitments			172	488				660	100%
2016- 2019 Capital Plan Estimates								0	0%
1-Year Carry Forward to 2015									
Total Gross Annual Expenditures & Plan	**0**	**0**	**172**	**488**	**0**	**0**	**0**	**660**	**100%**
Financing:									
Requested Debt	0		172	488				660	100%
Reserves/Reserve Funds								0	0%
Development Charges								0	0%
ISF								0	0%
Provincial/Federal								0	0%
Debt Recoverable								0	0%
Other Revenue								0	0%
Total Financing	**0**		**172**	**488**	**0**	**0**	**0**	**660**	**100%**
By Category:									
Health & Safety								0	0%
Legislated								0	0%
SOGR	0		172	488				660	100%
Service Improvement								0	0%
Growth Related								0	0%
Total By Category	**0**		**172**	**488**	**0**	**0**	**0**	**660**	**100%**
Yearly SOGR Backlog Estimate (not addressed by current plan)								0	
Accumulated Backlog Estimate (end of year)								0	
Operating Impact on Program Costs					5			5	
New Positions								0	

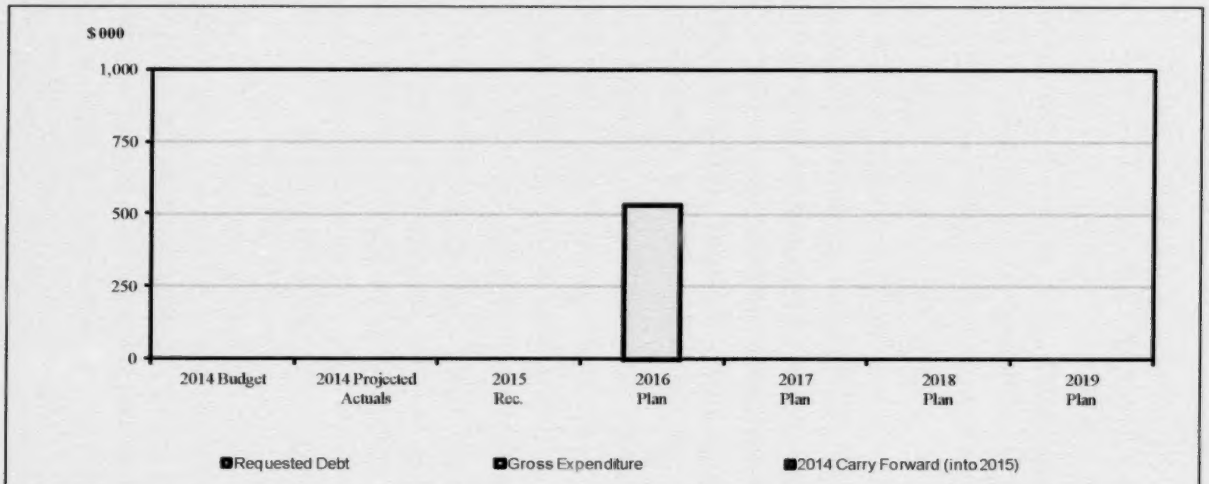
Accountability Officers (Auditor General, Integrity Commissioner Lobbyist Registrar and Ombudsman)

2015 – 2024 Capital Plan



	2020 - 2024 Capital Plan						
	2020	2021	2022	2023	2024	2015-2024	10-Year Total Percent
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments						0	0%
Recommended Changes to Approved FY Commitments						0	0%
2015 New/Change in Scope and Future Year Commitments						660	100%
2020 - 2024 Capital Plan Estimates						0	0%
Total Gross Annual Expenditures & Plan	**0**	**0**	**0**	**0**	**0**	**660**	**100%**
Financing:							
Requested Debt	0	0	0	0	0	660	100%
Reserves/Reserve Funds						0	0%
Development Charges						0	0%
ISF						0	0%
Provincial/Federal						0	0%
Recoverable Debt						0	0%
Other Revenue						0	0%
Total Financing	**0**	**0**	**0**	**0**	**0**	**660**	**100%**
By Category:							
Health & Safety						0	0%
Legislated						0	0%
SOGR	0	0	0	0	0	660	100%
Service Improvement						0	0%
Growth Related						0	0%
Total By Category	**0**	**0**	**0**	**0**	**0**	**660**	**100%**
Yearly SOGR Backlog Estimate (not addressed by current plan)						0	
Accumulated Backlog Estimate (end of year)						0	
Operating Impact on Program Costs						5	
New Positions						0	

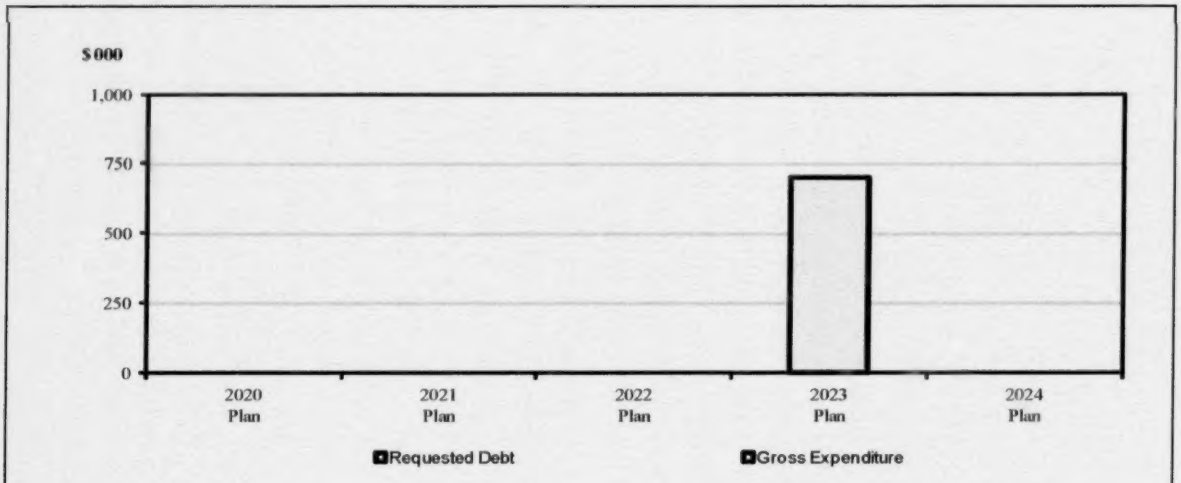
Office of the Ombudsman



	2014		2015 Budget and 2016-2019 Plan						
	Budget	Projected Actual	2015	2016	2017	2018	2019	2015-2019	5-Year Total Percent
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments *								0	0%
Recommended Changes to Approved FY Commitments								0	0%
2015 New/Change in Scope and Future Year Commitments								0	0%
2016- 2019 Capital Plan Estimates				530		0	0	530	100%
1-Year Carry Forward to 2015		0							
Total Gross Annual Expenditures & Plan	**0**	**0**	**0**	**530**	**0**	**0**	**0**	**530**	**100%**
Program Debt Target	**0**		**0**	**0**	**500**	**0**	**0**	**500**	
Financing:									
Requested Debt	**0**			**530**				**530**	100%
Reserves/Reserve Funds								0	0%
Development Charges								0	0%
ISF								0	0%
Provincial/Federal								0	0%
Debt Recoverable								0	0%
Other Revenue								0	0%
Total Financing	**0**		**0**	**530**	**0**	**0**	**0**	**530**	**100%**
By Category:									
Health & Safety								0	0%
Legislated								0	0%
SOGR	0			530				530	100%
Service Improvement								0	0%
Growth Related								0	0%
Total By Category	**0**		**0**	**530**	**0**	**0**	**0**	**530**	**100%**
Yearly SOGR Backlog Estimate (not addressed by current plan)								0	
Accumulated Backlog Estimate (end of year)								0	
Operating Impact on Program Costs								0	
New Positions									

Accountability Officers (Auditor General, Integrity Commissioner Lobbyist Registrar and Ombudsman)

2015 – 2024 Capital Plan



	2020 - 2024 Capital Plan						
	2020	2021	2022	2023	2024	2015-2024	10-Year Total Percent
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments *						0	0%
Recommended Changes to Approved FY Commitments						0	0%
2015 New/Change in Scope and Future Year Commitments						0	0%
2020 - 2024 Capital Plan Estimates				700		1,230	100%
Total Gross Annual Expenditures & Plan	**0**	**0**	**0**	**700**	**0**	**1,230**	**100%**
Financing:							
Requested Debt	0	0	0	700	0	1,230	100%
Reserves/Reserve Funds						0	0%
Development Charges						0	0%
ISF						0	0%
Provincial/Federal						0	0%
Recoverable Debt						0	0%
Other Revenue						0	0%
Total Financing	**0**	**0**	**0**	**700**	**0**	**1,230**	**100%**
By Category:							
Health & Safety						0	0%
Legislated						0	0%
SOGR	0	0	0	700	0	1,230	100%
Service Improvement						0	0%
Growth Related						0	0%
Total By Category	**0**	**0**	**0**	**700**	**0**	**1,230**	**100%**
Yearly SOGR Backlog Estimate (not addressed by current plan)						0	
Accumulated Backlog Estimate (end of year)						0	
Operating Impact on Program Costs						0	
New Positions							

10-Year Capital Plan Details

Office of the Auditor General

Capital Project Highlights

- Complaint Management System

  This project is to enable the development of a new fraud and waste complaint management database.

  The original fraud and waste database was built on the City's existing Domino System over 12 years ago. This system is at the end of its useful life. Since the inception of the Hotline Program, the number of fraud and waste complaints has tripled. Workflow processes are not automated within the Domino database and the Domino application has been scheduled for decommissioning within the next few years.

  In addition, one of the weaknesses of the current Domino System is that it does not separately identify and track multiple allegations related to a single complaint. The system has frequent performance issues and has limited search capability. In December 2014 the database exceeded capacity and the office ran the risk of losing data. In order to remediate the capacity issue, a second Domino database was created to store new data.

  The benefits anticipated through the implementation of the proposed replacement system include the following:

  - leveraging the use of an existing City complaint management system
  - providing a secure environment for tracking, processing and analyzing fraud and waste allegations
  - improving staff efficiency in managing complaint files
  - allowing for tracking multiple allegations related to a single complaint
  - providing confidential internet-based complaint intake
  - improving the reliability and accuracy of complaint files
  - providing extensive analytical capability identifying fraud and waste trends.

  The current database is nearing the end of its useful life and has limited functionality. The Auditor General will leverage the database system used by the Toronto Ombudsman's Office and customize it to meet the needs of the Auditor General's Office. Customizing the Ombudsman's existing system is necessary to meet specific workflow and reporting requirements of the Auditor General's Office and to improve data for decision making.

  Finally, the system design may be leveraged by internal audit offices within the City and its agencies and corporations.

This project has a projected cost of $0.565 million and starts in 2015.

- Audit Management Software

The Auditor General's Office assists City Council in holding itself and city administrators accountable for the quality of stewardship over public funds and for achievement of value for money in City operations by performing audits. Under the Toronto Municipal Code, the Auditor General's Office must comply with government audit standards.

Currently, audit management software is not used in the conduct of the Auditor General's performance audits, many of which are large and complex. Rather, auditors use a hybrid of internally developed electronic tools and manual processes to manage audit activities.

From a workflow perspective, performance audits are conducted at various locations across the City. Auditor General staff prepare portions of working papers to document audit procedures while working off site. The auditors must then return to the office to print, collate and manually cross reference working papers to support audit findings. Every printed working paper is reviewed by another auditor and each file is reviewed for quality control at various senior levels in the Office, as required by audit standards. Current audit tools do not embed quality control measures or an automated workflow. Furthermore, in their paper form, audit files are difficult to share and leverage for future audit work.

Government auditing standards require the Auditor General to ensure that sufficient and appropriate audit evidence be retained to support audit findings. Documentation to support the auditors' work including review of background information and reports, examination of documents and records, analysis performed, and detailed testing of controls are prepared electronically, then printed and organized. Thousands of pieces of evidence and documentation are retained for each audit and the 'paper' audit file can measure anywhere from three to ten feet in height.

In 2012, an external quality assurance review of the Auditor General's Office was conducted by a review team from the Association of Local Government Auditors (ALGA) to ensure compliance with government auditing standards. After review of a sampling of audit projects completed over a three-year period, the peer review team recommended the Auditor General's Office move to using audit management software citing increases in efficiency and work output.

Over the past few years we have been monitoring the progress and benefits of audit management software. We believe such solutions present advantages including direct productivity gains for audit projects while working at various sites around the city and in remote locations. Expected outcomes of implementing an automated solution for audit management include:

- Workflow automation and increased levels of collaboration enabling audits to be more effectively planned, monitored, and controlled. Based on conservative estimates, an automated solution reducing administrative processes and integrating numerous audit activities, including audit planning, risk tracking, issue tracking, and recommendation follow-up is expected to reduce audit hours per project in sufficient magnitude to pay for the software within one year.

- Improved audit quality control resulting from standardization and automation of quality review activities. Audit automation software is embedded with quality assurance control measures required to be used when preparing and retaining audit files. Furthermore, the software standardizes templates to ensure staff document work in a consistent format meeting requisite standards for audit quality. This improves efficiency when audit files are reviewed.

- Enhanced physical and logical security access controls over audit file document retention through the secure and central storage of audit files in a secure electronic database.

- Decreased system support risk where the solution is vendor-supported rather than supported by internal staff.

- A move to a 'green' paperless environment to align with the City's workplace modernization and environmental goals. The Office envisions utilizing the proposed audit management software as part of this initiative

- Enhanced ability to leverage knowledge and practices amongst peers in other Auditor General offices through sharing of templates and information.

As a result of the complexity and size of audit files, the audit industry has moved to utilizing audit management software. The implementation of an automated solution for audit management will enable the Auditor General's Office to keep pace with the industry and help attract and retain the best and brightest staff to the City.

All major accounting firms and all Auditor General Offices in Canada that are of an equal or larger size, as well as many municipalities across North America, utilize audit management software to streamline their audit processes. Two-thirds of the Auditor General's staff hired within the past six years (or 89% of external hires) used audit management software as their primary work tool before joining the Auditor General's Office. For auditors, reverting to manual working papers is not unlike someone being accustomed to using email because it is the primary form of communication, now being required to use manual letters as their main form of communication.

This project has a projected cost of $0.130 million and will start in 2016.

(In $Thousands)	2015 Req. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total
IT Projects											
Complaint Management System	451	114									565
Audit Management Software		130									130
Total	451	244	0	0	0	0	0	0	0	0	695

Project Financing

The 10-Year Capital Plan of $0.695 million is to be fully funded by debt.

State of Good Repair (SOGR) Backlog

There is no State of Good Repair Backlog.

2015 Capital Budget by Project Category

The 2015 budget of $0.695 million is 81% related to State of Good Repair and 19% related to Service Improvement.

Office of the Lobbyist Registrar

Capital Project Highlights

- Lobbyist Registry SOGR

The Lobbyist Registrar is responsible for promoting and enhancing the transparency and integrity of City government decision making through public disclosure of lobbying activities and regulation of lobbyists' conduct. The City of Toronto Act, 2006 s 165 requires the City of Toronto to maintain a lobbyist registry which is available to the public.

The Lobbyist Registry System has three major purposes:

- Lobbyists use the system to document their interactions with City Officials.
- The information is available publicly through the OLR's website and is searchable
- The information is contained in an internal operating system (IOS) which reviewed and managed by OLR staff.

State of Good Repair of the Lobbyist Registry is required to enable the registry to continue to function, comply with statutory obligations, meet requirements of users, as well as conform to City and industry technological standards. An updated search capacity will ensure that the public can access the information in the registry. To reflect the current technology prevalence of mobile device usage replacing office computers, a mobile interface is critical to ensure that the transparency and accuracy of the registry is maintained and prevent delays in registration and reporting. In addition, the Accessibility for Ontarians with Disabilities Act requires that all applications meet the WCAG 2.0 AA accessibility standard by 2021. This project will ensure that the Lobbyist Registry application meets this requirement. Please refer to the Lobbyist Registrar's Report to Budget Committee for more capital project details.

This project has a projected cost of $0.660 million and starts in 2015.

(In $Thousands)	2015 Req. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total
IT Projects											
Lobbyist Registry SOGR	172	488									660
Total	**172**	**488**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**660**

Project Financing

The 10-Year Capital Plan of $0.660 million is fully funded by debt.

State of Good Repair (SOGR) Backlog

There is no State of Good Repair Backlog.

2015 Capital Budget by Project Category

The 2015 budget of $0.660 million is 100% related to State of Good Repair.

Office of the Ombudsman

Capital Project Highlights

- Case Management System for Ombudsman

  The Office of the Ombudsman is tasked with investigating complaints received from the public about the administration of City government, including its agencies, boards, corporations, and commissions.

  The Case Management System (CMS) provides the Office with an essential tool to manage its caseload, capture and store all complaints-related information. The information in the system are used to track complaints, identify trends, provide referral information to staff, generate reports (e.g., time to resolve complaints, method of resolution, divisions complained about, etc), assist with the investigation of systemic and system-wide complaints, and assist with the management of the day to day handling of complaints.

  The system needs to be upgraded in 2016 to ensure the CMS is in a state of good repair, meet corporate and industry standards, and reflect new technology standards.

  This project will have a project cost of $0.530 million and will start in 2016.

- Case Management System SOGR

  The Case Management System will need to be refreshed to meet the latest technology standards. This project will have a project cost of $0.700 million and will start in 2023.

(In $Thousands)	2015 Req. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total
IT Projects											
Case Management System for Ombudsman		530									530
Case Management System SOGR									700		700
Total	**0**	**530**	**0**	**0**	**0**	**0**	**0**	**0**	**700**	**0**	**1,230**

Project Financing

The 10-Year Capital Plan of $1.230 million is to be fully funded by debt.

State of Good Repair (SOGR) Backlog

There is no State of Good Repair Backlog.

10-Year Capital Plan
Incremental Operating Impact Summary

Office of the Auditor General

The 10-Year Capital Plan is not anticipated to have impacts on future year Operating Budgets.

The Office of the Auditor General's capital project in 2015 is supported by the City Clerk's Office. Any temporary capital staffing positions are reflected in City Clerk's Office operating budget.

Office of the Lobbyist Registrar

The 10-Year Capital Plan is anticipated to have an impact of $0.005 million in 2017 Operating Budget for application maintenance and support.

The Office of the Lobbyist Registrar's capital projects is supported by City Clerk's Office. Any temporary capital staffing positions required for this project are reflected in the City Clerk's Office operating budget.

Office of the Ombudsman

The 10-Year Capital Plan is not anticipated to have impacts on future year Operating Budgets.

The Office of the Ombudsman's capital projects will be developed by the City Clerk's Office. Any temporary capital staffing positions required for these projects will be reflected in the City Clerk's Office operating budget requests.

PART II: ISSUES FOR DISCUSSION

10-Year Capital Plan (2015-2024) Issues

Office of the Auditor General

Not applicable.

Office of the Lobbyist Registrar

Not applicable.

Office of the Ombudsman

Not applicable.

Appendix 1
2014 Capital Variance Review

Office of the Auditor General

The Office of the Lobbyist Registrar has no Capital Budget in 2014.

Office of the Lobbyist Registrar

The Office of the Lobbyist Registrar has no Capital Budget in 2014.

Office of the Ombudsman

The Office of the Ombudsman has no Capital Budget in 2014.

Appendix 2
2015 Capital Budget
2016 to 2024 Capital Plan -
Project Cost and Cash flows

2015 Capital Budget, 2016 to 2024 Capital Plan – Project Cost and Cash Flows (in $000s)

Office of the Auditor General

	2013 & Prior Year Carry Forwards	2015 Previously Approved Cash Flow Commitments	2015 New Cash Flow Req	2015 Total Cash Flow Req	2014 Carry Forwards	Total 2015 Cash Flow (Incl 2014 CFwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total Project Cost
Expenditures																
New Projects																
Complaint Management System			451	451		451	114									565
Audit Management Software							130									130
Total Expenditure	**0**	**0**	**451**	**451**	**0**	**451**	**244**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**695**
Financing																
Debt				0		451	244									695
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges				0		0										0
Provincial/Federal				0		0										0
Total Financing	**0**	**0**	**0**	**0**	**0**	**451**	**244**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**695**
Debt Target			**0**	**0**		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Over (Under) Debt Target			**0**	**0**		**451**	**244**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**695**

2015 Capital Budget, 2016 to 2024 Capital Plan – Project Cost and Cash Flows (in $000s)

Office of the Lobbyist Registrar

	2013 & Prior Year Carry Forwards	2015 Previously Approved Cash Flow Commitments	2015 New Cash Flow Req	2015 Total Cash Flow Req	2014 Carry Forwards	Total 2015 Cash Flow (Incl 2014 CFwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total Project Cost
Expenditures																
Lobbyist Registry SOGR			172	172		172	488									660
Total Expenditure	**0**	**0**	**172**	**172**	**0**	**172**	**488**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**660**
Financing																
Debt			172	172		172	488			0	0	0	0	0	0	660
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges				0		0										0
Provincial/Federal				0		0										0
Total Financing	**0**	**0**	**172**	**172**	**0**	**172**	**488**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**660**
Debt Target			**0**	**0**		**375**	**0**	**0**	**600**	**700**	**700**		**0**	**0**	**0**	**2,375**
Over (Under) Debt Target			**172**	**172**		-203	**488**	**0**	-600	-700	-700	**0**	**0**	**0**	**0**	-1,715

2015 Capital Budget, 2016 to 2024 Capital Plan – Project Cost and Cash Flows (in $000s)

Office of the Ombudsman

	2013 & Prior Year Carry Forwards	2015 Previously Approved Cash Flow Commitments	2015 New Cash Flow Req	2015 Total Cash Flow Req	2014 Carry Forwards	Total 2015 Cash Flow (Incl 2014 CFwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total Project Cost
Expenditures																
Case Management System for Ombudsman							530									530
Case Management System SOGR				0		0								700		700
Total Expenditure	**0**	**0**	**0**	**0**	**0**	**0**	**530**	**0**	**0**	**0**	**0**	**0**	**0**	**700**	**0**	**1,230**
Financing																
Debt				0		0	530							700		1,230
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges				0		0										0
Provincial/Federal				0		0										0
Total Financing	**0**	**0**	**0**	**0**	**0**	**0**	**530**	**0**	**0**	**0**	**0**	**0**	**0**	**700**	**0**	**1,230**
Debt Target			**0**	**0**		**0**	**530**		**0**	**0**	**0**	**700**	**0**	**0**	**0**	**1,230**
Over (Under) Debt Target			**0**	**0**		**0**	**0**	**0**	**0**	**0**	**0**	-700	**0**	**700**	**0**	**0**

City Clerk's Office

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $50.178 million gross as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	59,592.3	50,177.9	(9,414.4)	(15.8%
Gross Revenues	28,064.5	17,415.2	(10,649.3)	(37.9%
Net Expenditures	**31,527.8**	**32,762.7**	**1,234.9**	**3.9%**

The 2015 Operating Budget of $32.763 million net is $1.235 million or 3.9% over the 2014 Approved Budget of $31.528 million net and provides $2.009 million net in funding for base budget increases (mainly salary and benefit increases for COLA, progression pay and step increases, and operating impacts for sustainment of completed capital projects), which have been offset by $0.775 million net in service budget reductions (mainly gapping of positions and foregoing economic factors).

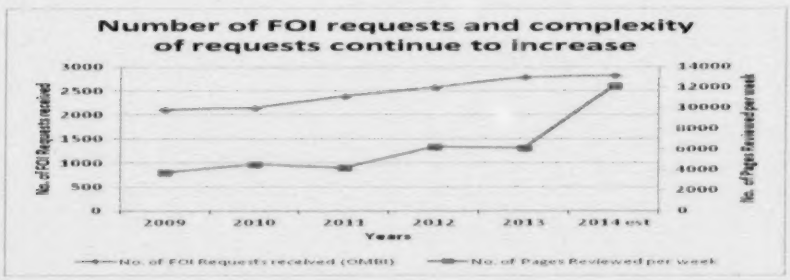
2015 Operating Budget Overview

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of **Elect Government, Make Government Work and Open Government** services.

Fast Facts

- The City Clerk's Office delivers more than 70 types of services to the public, elected officials, accountability officers and City of Toronto divisions, agencies and corporations.
- Staff is located at 30 work locations across the City, some embedded with City divisions.

Trends:



- Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million web page views in 2009 to 2,900 and 16.8 million respectively in 2014
- Public interest in government information continues to grow from 2,104 FOI requests received in 2009 to 2,822 in 2014.

2014 Key Service Accomplishments

Elect Government

- ✓ Delivered the 2014 municipal election in compliance with the *Municipal Elections Act, 1996* and the accessibility standards in the Accessibility for Ontarians with Disability Act (AODA).
- ✓ Maintained readiness to fill vacancies for possible by-elections in Ward 5 and Ward 20.
- ✓ Oversaw post-2010 Election activities.

Make Government Work

- ✓ Provided procedural and administrative guidance required by Council's decision to suspend and transfer Mayoral powers and duties to Council and the Deputy Mayor.
- ✓ Made improvements to the meeting management program
- ✓ Created and fully-staffed the new Public Appointments Unit within City Clerk's Office.
- ✓ Supported processes to canvass and fill vacancies in Ward 5 and 20.
- ✓ Ensured smooth Council Transition.
- ✓ Developed the *Consitutuency Office Renovation Protocol Report* which was approved by City Council.
- ✓ Developed the *Human Resources Management and Ethical Framework for Members' Staff* which was approved by City Council.
- ✓ Continued to support Council and elected officials and build Toronto's reputation locally, nationally and internationally by organizing and supporting major civic events, including the Toronto Book Awards, Pan Am/ParaPanAm lead up activities and Remembrance Day ceremonies.

Open Government

- ✓ Supported the City's Strategic Plan and led implementation of the Open Government by Design strategic action.
- ✓ Open Government staff awareness sessions – Open Gov Workshop for the Toronto Public Service held in March and for City Clerk's staff in September.
- ✓ Protection of Privacy policy approved by City Manager and rolled-out to the Toronto Public Service.
- ✓ Responded to increasingly complex Freedom of Information requests; FOI requests received in 2014 is at 2,822.
- ✓ The number of pages that each Access and Privacy Officer has to review line by line has increased by almost 98% over 2013.
- ✓ Continue to build and expand public access to City information, including posting of more open data sets.
- ✓ Supported the Open Government Committee's mandate to promote a culture of greater collaboration and openness in government and provide direction and oversight for corporate information management policies and standards.
- ✓ Fostered the expansion of the Open Government Community of Practice with representatives of Ontario municipalities, the Province of Ontario and British Columbia.

Adapt, Innovate and Foster Leadership

- ✓ Received 2014 Excellence Canada - Ontario Accessibility Award.
- ✓ Received 2013 City Manager's Award – Human Rights, Equity and Diversity Category for the training initiative with the Center for Addiction and Mental Health (CAMH) on The Customer Service in a Crisis Situation.
- ✓ Received 2013 City Manager's Honourable Mention Award – Open Government
- ✓ Protocol Services review completed and is in implementation phase
- ✓ Staff-led review completed of CCO Strategic Plan– set for Fall roll-out
- ✓ Staff-led culture change activities– Customer Service Improvement Team, Learning Team, Information Management Team, Web Revitalization Team, etc.

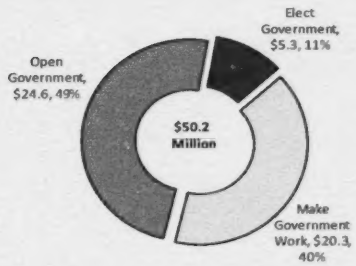
Our Service Deliverables for 2015

The 2015 Operating Budget of $50.178 million gross and $32.763 million net provides funding to:

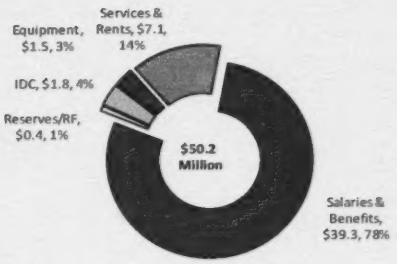
- Manage and conclude post-election processes as required in legislation.
- Review election systems and processes to modernize election delivery.
- Maintain state of readiness to conduct elections.
- Support the successful transition into the new term of Council.
- Implement public appointments program, including launch of recruitment campaign to fill public appointments' vacancies.
- Deliver improvements to advance principles of open, accessible democratic government.
- Support City Council in its decision-making
- Provide administrative support to elected officials and the Accountability Officers.
- Support the City's Strategic Plan and lead implementation of the Open Government by Design strategic action.
- Maintain core service levels and meet/exceed established customer service standards.
- Maintain FOI compliance rate and increase public access to information.

Where the money goes:

2015 Budget by Service
$50.2 Million

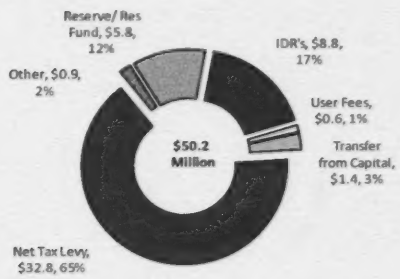


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

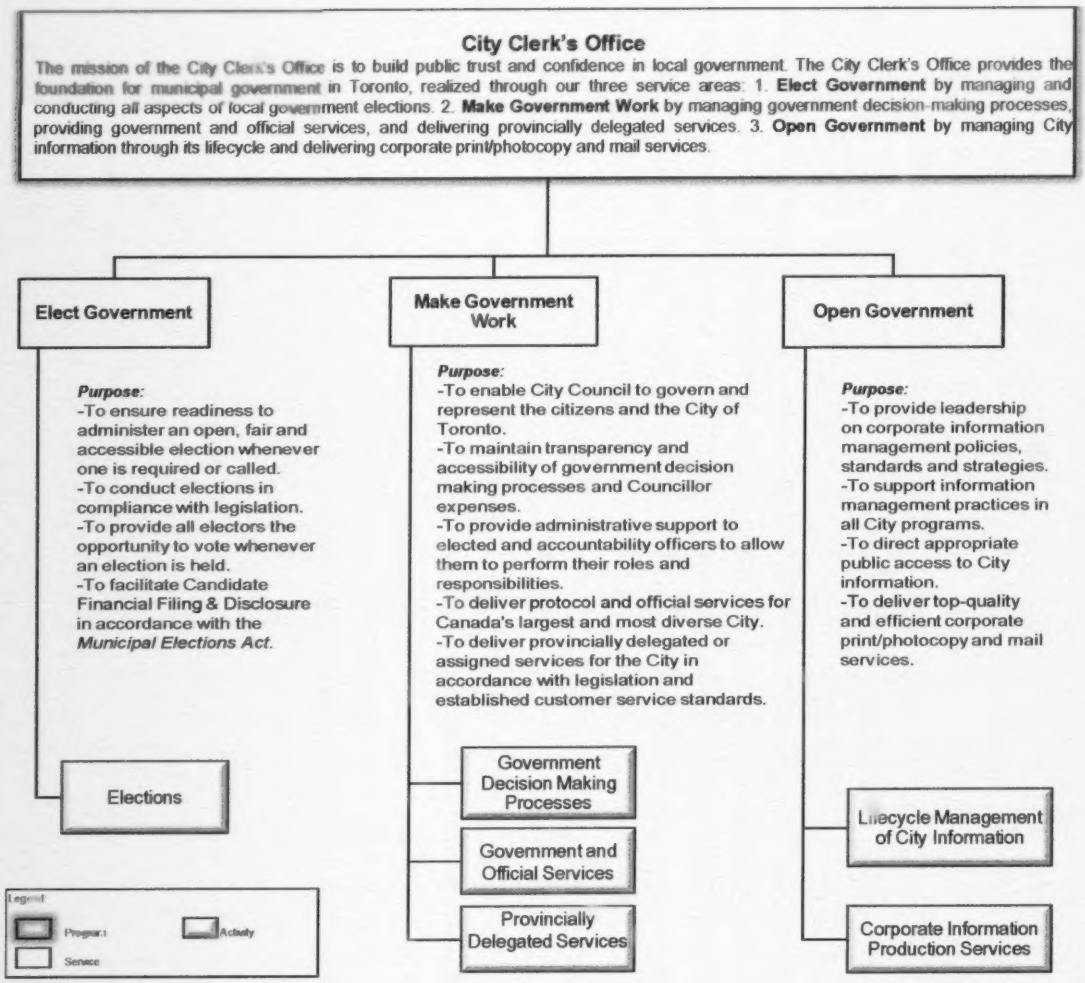
- Modernize government services in a digital age and engage citizens to solve their problems by:
  - ➢ Finding systems and processes to make government decisions faster and easier to understand
  - ➢ Using the data that the City has to enable greater citizen engagement, collaboration and participation
  - ➢ Promoting transparency of City information using technology and policy frameworks
  - ✓ Educating and influencing legislative changes
  - ✓ Driving results through information sharing with the public to jointly derive solutions to their problems.
- Continue to maintain service levels in the current fiscal environment.

2015 Operating Budget Highlights

The 2015 Operating Budget of $32.763 million net is $1.235 million or 3.9% over the 2014 Approved Budget of $31.528 million net and provides funding to:

- Salary and benefit increases due to cost of living allowance, progression pay and re-earnable lump sum pay, step increase, gapping and fringe benefits for staff ($1.775 million net).
- Base expenditure savings ($0.339 million) resulting from a line by line expenditure review and foregoing economic factors.
- Service efficiencies savings ($0.436 million) as a result of one-time gapping of positions.

Program Map


City Clerk's Office
The mission of the City Clerk's Office is to build public trust and confidence in local government. The City Clerk's Office provides the foundation for municipal government in Toronto, realized through our three service areas: 1. Elect Government by managing and conducting all aspects of local government elections. 2. Make Government Work by managing government decision-making processes, providing government and official services, and delivering provincially delegated services. 3. Open Government by managing City information through its lifecycle and delivering corporate print/photocopy and mail services.
Elect Government
Make Government Work
Open Government
Purpose:
-To ensure readiness to administer an open, fair and accessible election whenever one is required or called.
-To conduct elections in compliance with legislation.
-To provide all electors the opportunity to vote whenever an election is held.
-To facilitate Candidate Financial Filing & Disclosure in accordance with the Municipal Elections Act.
Purpose:
-To enable City Council to govern and represent the citizens and the City of Toronto.
-To maintain transparency and accessibility of government decision making processes and Councillor expenses.
-To provide administrative support to elected and accountability officers to allow them to perform their roles and responsibilities.
-To deliver protocol and official services for Canada's largest and most diverse City.
-To deliver provincially delegated or assigned services for the City in accordance with legislation and established customer service standards.
Purpose:
-To provide leadership on corporate information management policies, standards and strategies.
-To support information management practices in all City programs.
-To direct appropriate public access to City information.
-To deliver top-quality and efficient corporate print/photocopy and mail services.
Elections
Government Decision Making Processes
Government and Official Services
Provincially Delegated Services
Lifecycle Management of City Information
Corporate Information Production Services
Legend
Program
Activity
Service

Service Customer

Elect Government

- The public
- Candidates and electors
- Other governments

Make Government Work

- The public
- City Council and its Members; Accountability Officers
- The Toronto Public Service, City agencies and corporations
- Other governments
- Charitable organizations

Open Government

- The public
- City Council and its Members.
- The Toronto Public Service, City agencies and corporations
- Other governments

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change			
(In $000s)	Approved Budget	Projected Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016 Plan		2017 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Elect Government											
Gross Expenditures	17,140.7	16,570.2	5,269.5		5,269.5	(11,871.2)	(69.3%)	289.0	5.5%	742.1	13.4%
Revenue	15,902.2	14,621.7	5,269.5		5,269.5	(10,632.6)	(66.9%)	289.0	5.5%	742.1	13.4%
Net Expenditures	1,238.6	1,948.5				(1,238.6)	(100.0%)				
Make Government Work											
Gross Expenditures	15,838.3	15,311.1	20,271.5		20,271.5	4,433.2	28.0%	47.2	0.2%	(543.7)	(2.7%)
Revenue	1,179.9	1,084.9	2,248.2		2,248.2	1,068.3	90.5%	(672.4)	(29.9%)	(922.7)	(58.6%)
Net Expenditures	14,658.4	14,226.2	18,023.3		18,023.3	3,364.9	23.0%	719.5	4.0%	379.0	2.0%
Open Government											
Gross Expenditures	26,613.3	25,727.5	24,636.9		24,636.9	(1,976.4)	(7.4%)	301.6	1.2%	238.5	1.0%
Revenue	10,982.5	10,098.1	9,897.5		9,897.5	(1,085.0)	(9.9%)	(283.6)	(2.9%)	70.2	0.7%
Net Expenditures	15,630.9	15,629.3	14,739.4		14,739.4	(891.4)	(5.7%)	585.2	4.0%	168.3	1.1%
Total											
Gross Expenditures	59,592.3	57,608.7	50,177.9		50,177.9	(9,414.4)	(15.8%)	637.8	1.3%	436.9	0.9%
Revenue	28,064.5	25,804.7	17,415.2		17,415.2	(10,649.3)	(37.9%)	(667.0)	(3.8%)	(110.4)	(0.7%)
Total Net Expenditures	31,527.8	31,804.0	32,762.7		32,762.7	1,234.9	3.9%	1,304.8	4.0%	547.3	1.6%
Approved Positions	439.9	417.9	415.4		415.4	(24.5)	(5.6%)	0.8	0.2%	(1.2)	(0.3%)

Note: 2014 Projected Actual Expenditures are System Generated

The 2015 Operating Budget for City Clerk's Office is $50.178 million gross and $32.763 million net. The net budget increased by $1.235 million or 3.9% due to the following.

- The year over year net increase arises primarily from salary and benefit increases for cost of living allowance, progression and re-earnable lump sum pay and step increases, and operating impacts for sustainment of completed capital projects, which are partially offset by base expenditure reductions through a line by line expenditure review and forgoing economic factors on non-payroll items and service efficiency savings of one-time positions gapping.
- The 2015 net budget for Make Government Work service increased by $3.365 million or 23% while the 2015 net budget for Elect Government service and Open Government service decreased by $1.239 million and $0.891 million respectively, to reflect non-election year requirements among others.

Table 3

2016 and 2017 Plan by Program

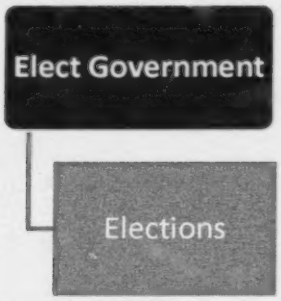
Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salary (progression pay, re-earnable lump sum, step, gapping & benefits)	203.4	72.6	130.8	0.4%		100.1	45.1	55.0	0.2%	
Tempory Capital Staffing (Net)	33.5	33.5	(0.0)		0.2	(261.5)	(261.5)			(2.4)
Operating Impacts of Capital	433.0	0.0	433.0	1.3%	4.3	307.0		307.0	0.9%	1.3
Economic Factors - Non Payroll	171.0		171.0	0.5%		176.3		176.3	0.5%	
Post Election Event Activities	240.4	240.4			(3.0)					
Reversal of Protocol Support to 2015 PanAm & ParapanAm Games	(889.0)	(889.0)			(0.6)					
Reversal of One Time Gapping	435.6		435.6	1.3%						
Changes in Revenue (incl IDC IDR Reconciliation)	1.0	(124.5)	125.5	0.4%		1.0	1.0			
Additional non payroll requirements for Election Operations Unit						105.0	105.0			
Others (additional non payroll)	9.0	0.0	9.0			9.0	0.0	9.0		
Total Incremental Impact	637.8	(667.0)	1,304.8	4.0%	0.8	436.9	(110.4)	547.3	1.6%	(1.2)

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression and re-earnable lump sum pay, step increases, COLA and fringe benefit increases result in net increases of $0.131 million in 2016 and $0.055 million in 2017.
- The reversal of temporary capital staffing results in an increase of 0.2 positions and $0.034 million gross and $0 net in 2016, and a decrease of 2.4 positions and $0.262 million gross and $0 net in 2017.
- Operating impact of capital results in an increase of 4.3 permanent positions and $0.433 million gross in 2016 and 1.3 positions and $0.307 million in 2017, for the sustainment of the following projects:
  - Enterprise Document & Records Management Solution ($0.198 million in 2016 and $0.302 million in 2017)
  - Toronto Meeting Management Information System ($0.102 million in 2016)
  - Council Transition ($0.77 million in 2016)
  - Forms Management ($0.032 million in 2016)
  - Records Centre Tracking System SOGR and Order Picker Replacement ($0.024 million in 2016)
  - Lobbyist Registry SOGR and Mobile Device Interface ($0.005 million in 2017)
- Inflationary increases on non-payroll items results in increases of $0.171 million and $0.176 million in 2016 and 2017, respectively.
- Post election events activities, such as compliance audit requirements, results in increases of $0.240 million gross and $0 net in 2016.
- Reversal of protocol support for the 2015 PanAm and ParapanAm games results in a decrease of 0.6 temporary position and $0.889 million gross and $0 net in 2016.
- The reversal of prior year's one-time gapping results in an increase of $0.436 million in 2016.

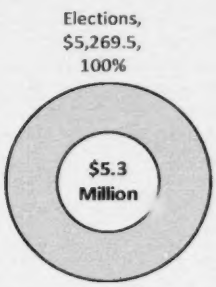
Elect Government



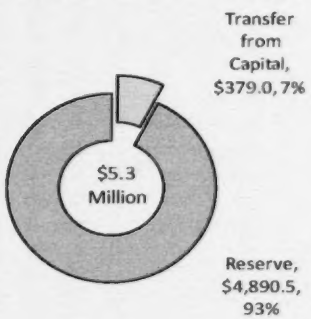
What We Do

- Ensure readiness to administer an open, fair and accessible election whenever one is required or called
- Conduct elections in compliance with legislation
- Provide all electors the opportunity to vote whenever an election is held
- Facilitate Candidate Financial Filing and Disclosure in compliance with the *Municipal Elections Act, 1996*
- Administer the Election Contribution Rebate Program

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels

Elect Government

Activity	Type	Status	Service Levels 2011 2012 2013	2014	2015
Elections	Election Delivery and financial reporting	Approved	Statutory Service Level: Administer electoral events as needed and in compliance with prescribed timelines and standards outlined in the Municipal Elections Act, 1996 and by City Council By-law 1176-2009.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Election Readiness	Approved	Statutory Service Level: Full readiness to conduct an election, by election or referendum whenever one is called.		

The 2015 Service Levels are consistent with the Service Levels approved in 2014.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget $	2015 Operating Budget Base Budget $	Service Changes $	2015 Base $	Base Budget vs. 2014 Budget $	% Change %	New/ Enhanced $	2015 Budget $	2015 Budget vs. 2014 Budget $	%	Incremental Change 2016 Plan $	%	2017 Plan $	%
GROSS EXP.														
Elections	17,140.7	5,269.5		5,269.5	(11,871.2)	(69.3%)		**5,269.5**	(11,871.2)	(69.3%)	289.0	5.5%	742.1	13.4%
Total Gross Exp.	17,140.7	5,269.5		5,269.5	(11,871.2)	(69.3%)		**5,269.5**	(11,871.2)	(69.3%)	289.0	5.5%	742.1	13.4%
REVENUE														
Elections	15,902.2	5,269.5		5,269.5	(10,632.6)	(66.9%)		**5,269.5**	(10,632.6)	(66.9%)	289.0	5.5%	742.1	13.4%
Total Revenues	15,902.2	5,269.5		5,269.5	(10,632.6)	(66.9%)		**5,269.5**	(10,632.6)	(66.9%)	289.0	5.5%	742.1	13.4%
NET EXP.														
Elections	1,238.6				(1,238.6)	(100.0%)			(1,238.6)	(100.0%)				
Total Net Exp.	1,238.6				(1,238.6)	(100.0%)			(1,238.6)	(100.0%)				
Approved Positions	81.0	39.3		39.3	(41.7)	(51.5%)		**39.3**	(41.7)	(51.5%)	(3.3)	(8.3%)	5.0	13.9%

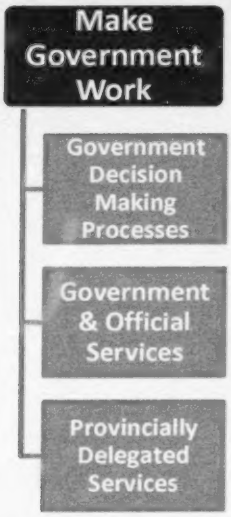
The 2015 Operating Base Budget for Elect Government of $5.270 million gross and $0 net is $1.239 million below the 2014 Approved Net Budget.

The ***Elections Service*** ensures readiness to administer an open, fair and accessible election whenever one is required or called, conducts elections in compliance with legislation, provides all electors the opportunity to vote whenever an election is held and facilitates Candidate Financial Filing and Disclosure in compliance with the *Municipal Elections Act, 1996.*

- Base budget pressures in Elections Service are mainly due to salaries cost increases (COLA, step increases and progression and re-earnable lump sum pay), totaling $0.148 million gross and $0 net.
- Other salary and benefit adjustments including to reflect non-election year service requirements result in a decrease of $1.263 million gross.

There will be no service level changes for this Service.

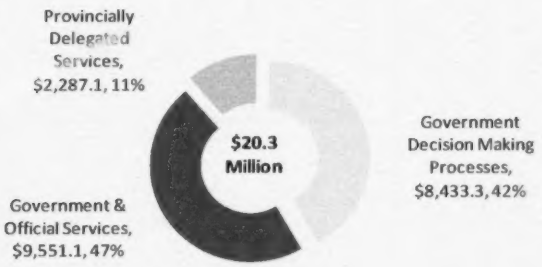
Make Government Work



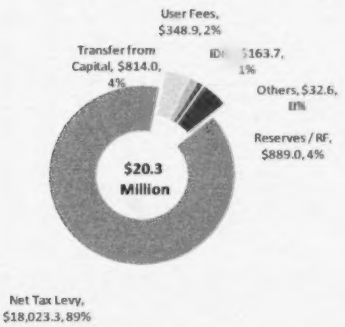
What We Do

- Enable City Council to govern and represent the citizens and the City of Toronto
- Maintain transparency and accessibility of government decision making processes and Councillor expenses
- Provide administrative support to elected officials and accountability officers to allow them to perform their roles and responsibilities
- Deliver protocol and official services for Canada's largest and most diverse City
- Deliver provincially delegated services for the City in accordance with legislation and customer service standards

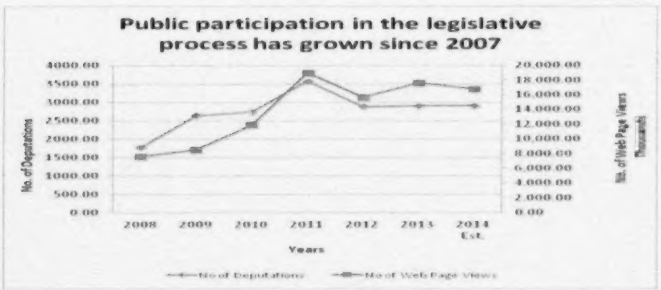
2015 Service Budget by Activity ($000s)


Provincially Delegated Services, $2,287.1, 11%
$20.3 Million
Government Decision Making Processes, $8,433.3, 42%
Government & Official Services, $9,551.1, 47%

Service by Funding Source ($000s)



Key Service Performance Measurement



- Public participation in the legislative process has grown from 1,775 public deputation and 7.6 million visits to the web-site in 2008 to 2,900 and 16.8 million respectively in 2014.

2015 Service Levels

Make Government Work

Activity	Type	Status	Service Levels 2011	2012	2013	2014	2015
Government Decision Making Processes	Manage meetings and legislated notices	Approved	**Statutory Service Level:** Comply with requirements for meetings and notices as required in legislation and/or by-law.			**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Maintain legislative records	Approved	**Statutory Service Level:** Maintain Municipal Code, By-law tracking and registry and provide reference services in accordance with legislated responsibility of City Clerk. 100% of legislative record of City of Toronto available and accessible (on-line or on-request)				
	Manage appointments to committees and other bodies	Approved	Beginning of term – fill 100% of vacancies before initial meeting; During term – fill 100% of vacancies within 2 meeting cycles within the provisions of the Public Appointments Policy.			No change for 2014. *Note: City Clerk's Office assumes new responsibilities of consolidated public appointments unit.*	**Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.**
Government and Official Services	Council administrative services	Approved	Deliver support services in compliance with Council policies.			Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Protocol Services	Approved	Support provided as directed/requested to meet specified timelines (including beyond business hours and weekends)				
Deliver Provincially Delegated Services	Register Vital Events	Approved	**Statutory Service Level:** Comply with legislation for the registration of vital events. Service delivery at 4 locations – City Hall, Etobicoke CC, North York CC and Scarborough CC			**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Administration of Assigned Statutory Functions	Approved	**Statutory Service Level:** Comply with legislation for the licensing of eligible charities, liquor license clearance and access to assessment rolls.				

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	Rec'd New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Gov't Decision Making Proc.	8,546.7	8,450.9	(17.6)	8,433.3	(113.3)	(1.3%)		**8,433.3**	(113.3)	(1.3%)	74.2	0.9%	42.8	0.5%
Gov't & Official Services	4,805.1	9,783.7	(232.6)	9,551.1	4,745.9	98.8%		**9,551.1**	4,745.9	98.8%	(37.4)	(0.4%)	(585.8)	(6.2%)
Provincially Delegated Serv.	2,486.5	2,312.5	(25.4)	2,287.1	(199.4)	(8.0%)		**2,287.1**	(199.4)	(8.0%)	10.4	0.5%	(0.8)	(0.0%)
Total Gross Exp.	15,838.3	20,547.1	(275.5)	20,271.5	4,433.2	28.0%		**20,271.5**	4,433.2	28.0%	47.2	0.2%	(543.7)	(2.7%)
REVENUE														
Gov't Decision Making Proc.	775.8	569.0		569.0	(206.8)	(26.7%)		**569.0**	(206.8)	(26.7%)	(99.0)	(17.4%)	1.0	0.2%
Gov't & Official Services	383.8	1,679.2		1,679.2	1,295.4	337.5%		**1,679.2**	1,295.4	337.5%	(573.3)	(34.1%)	(923.7)	(83.5%)
Provincially Delegated Serv.	20.2				(20.2)	(100.0%)			(20.2)	(100.0%)				
Total Revenues	1,179.9	2,248.2		2,248.2	1,068.3	90.5%		**2,248.2**	1,068.3	90.5%	(672.4)	(29.9%)	(922.7)	(58.6%)
NET EXP.														
Gov't Decision Making Proc.	7,770.8	7,881.9	(17.6)	7,864.3	93.5	1.2%		**7,864.3**	93.5	1.2%	173.2	2.2%	41.9	0.5%
Gov't & Official Services	4,421.3	8,104.4	(232.6)	7,871.8	3,450.5	78.0%		**7,871.8**	3,450.5	78.0%	535.9	6.8%	337.9	4.0%
Provincially Delegated Serv.	2,466.3	2,312.5	(25.4)	2,287.1	(179.1)	(7.3%)		**2,287.1**	(179.1)	(7.3%)	10.4	0.5%	(0.8)	(0.0%)
Total Net Exp.	14,658.4	18,298.8	(275.5)	18,023.3	3,364.9	23.0%		**18,023.3**	3,364.9	23.0%	719.5	4.0%	379.0	2.0%
Approved Positions	147.1	177.9		177.9	30.8	20.9%		**177.9**	30.8	20.9%	5.3	3.0%	(6.7)	(3.7%)

The 2015 Operating Base Budget for Make Government Work of $20.272 million gross and $18.023 million net is $3.365 million or 23% over the 2014 Approved Net Budget.

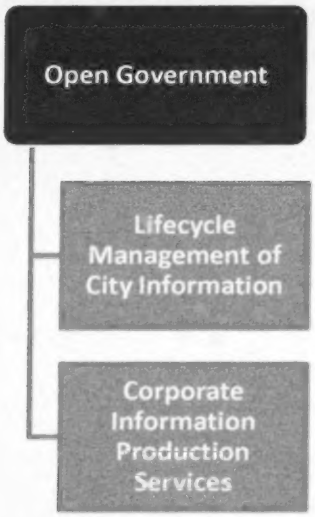
The ***Make Government Work Service*** enables City Council to govern and represent the citizens and the City of Toronto, maintains transparency and accessibility of government decision making processes, provides administrative support to elected officials and accountability officers to allow them to perform their roles and responsibilities, deliver protocol and official services for Canada's largest and most diverse City and delivers provincially delegated services for the City in accordance with legislation and customer service standards.

- Base budget pressures in the Make Government Work Service are mainly due to salaries cost increases (COLA, step increases and progression and re-earnable lump sum pay) totaling $0.467 million.
- Operating impacts of $0.147 million net from capital for 2 permanent positions to sustain the following systems: TMMIS (1 position) and Council Transition project (1 position).
- A net impact of 4.0 temporary capital positions, $0.494 million gross and $0 net is required to deliver 2015 capital projects.
- Other salary and benefit adjustments including to reflect non-election year service requirements result in an increase of $2.817 million.

In order to offset the above pressures, the 2015 service changes for Make Government Work consists of base expenditures changes of $0.088 million, and service efficiency savings of $0.188 million as detailed below:

- A line by line review results in a reduction in non-payroll items results in savings.
- Foregoing economic factors for non-payroll items.
- A one-time gapping of 2 positions.

Open Government



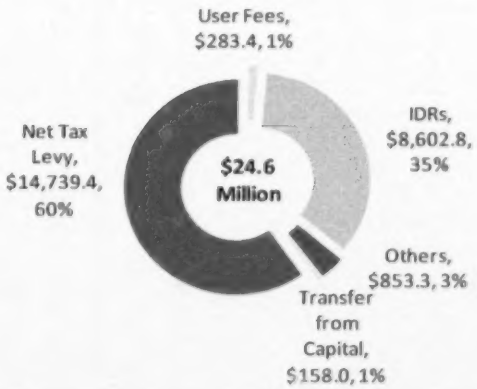
What We Do

- Ensure information policy framework is in place to enhance public confidence in the government in the collection and use of information, and in making them accessible and transparent
- Provide leadership on corporate information management policies, standards and strategies
- Support information management practices in all City programs
- Direct appropriate public access to City information
- Deliver top-quality and efficient corporate print/photocopy and mail services

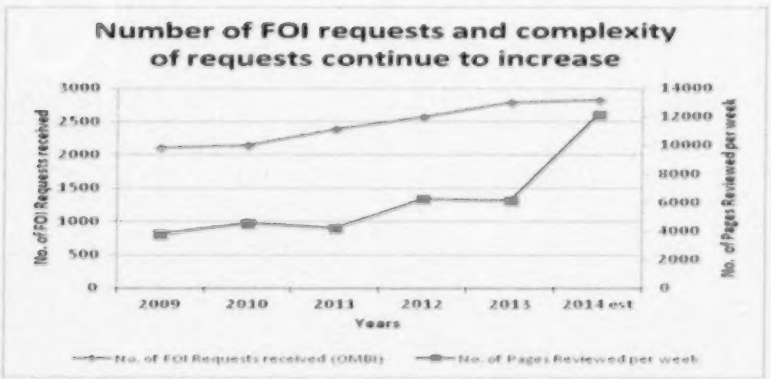
2015 Service Budget by Activity ($000s)

Corporate Information Production Services, $12,858.5, 52%
$24.6 Million
Lifecycle Management of City Information, $11,778.4, 48%

Service by Funding Source ($000s)



Key Service Performance Measurement



- The number of pages reviewed per week has been increasing since 2009 and this reflects the complexity of the requests and the large volumes of information being requested.

2015 Service Levels

Open Government

Activity	Type	Status	Service Levels 2011	2012	2013	2014	2015
Lifecycle Management of City Information	Access to information	Approved	Process access requests within 30 days 75% of the time in Q1 2011.		Process 80% of freedom of information access requests within legislated requirement of 30 days.	Compliance rate might decrease as FOI requests continue to be more complex	**Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.**
	Lifecycle management of records	Approved	**Statutory Service Level:** Manage records in accordance with legislated requirements.			**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Corporate Information Production Services	External and internal mail		External mail Processed within 24 hours. Internal mail distribution to 256 city locations every day with 24-hour turnaround for inter-office mail	External mail Processed within 24 hours. Internal mail distribution to 256 city locations every day with 48 hour turnaround for inter office mail		Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Print/photocopy City information	Approved	Process jobs within budget and timelines of client				

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	Rec'd New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Lifecycle Mgmt of City Info	12,399.0	11,951.2	(172.8)	11,778.4	(620.7)	(5.0%)		**11,778.4**	(620.7)	(5.0%)	72.1	0.6%	89.6	0.8%
Corp. Info. Prod. Serv.	14,214.3	13,184.7	(326.2)	12,858.5	(1,355.8)	(9.5%)		**12,858.5**	(1,355.8)	(9.5%)	229.5	1.8%	148.8	1.1%
Total Gross Exp.	26,613.3	25,135.8	(499.0)	24,636.9	(1,976.4)	(7.4%)		**24,636.9**	(1,976.4)	(7.4%)	301.6	1.2%	238.5	1.0%
REVENUE														
Lifecycle Mgmt of City Info	1,066.8	922.0		922.0	(144.8)	(13.6%)		**922.0**	(144.8)	(13.6%)	(284.6)	(30.9%)	69.2	10.9%
Corp. Info. Prod. Serv.	9,915.6	8,975.4		8,975.4	(940.2)	(9.5%)		**8,975.4**	(940.2)	(9.5%)	1.0	0.0%	1.0	0.0%
Total Revenues	10,982.5	9,897.5		9,897.5	(1,085.0)	(9.9%)		**9,897.5**	(1,085.0)	(9.9%)	(283.6)	(2.9%)	70.2	0.7%
NET EXP.														
Lifecycle Mgmt of City Info	11,332.2	11,029.1	(172.8)	10,856.3	(475.8)	(4.2%)		**10,856.3**	(475.8)	(4.2%)	356.7	3.3%	20.4	0.2%
Corp. Info. Prod. Serv.	4,298.7	4,209.2	(326.2)	3,883.1	(415.6)	(9.7%)		**3,883.1**	(415.6)	(9.7%)	228.5	5.9%	147.9	3.6%
Total Net Exp.	15,630.9	15,238.4	(499.0)	14,739.4	(891.4)	(5.7%)		**14,739.4**	(891.4)	(5.7%)	585.2	4.0%	168.3	1.1%
Approved Positions	211.8	198.3		198.3	(13.6)	(6.4%)		**198.3**	(13.6)	(6.4%)	(1.3)	(0.6%)	0.5	0.3%

The 2015 Operating Base Budget for Open Government of $24.637 million gross and $14.739 million net is $0.891 million or 5.7% below the 2014 Approved Net Budget.

The ***Open Government Service*** provides leadership on corporate information management policies, standards and strategies, supports information management practices in all City programs, directs appropriate public access to City information and delivers top-quality and efficient corporate print/photocopy and mail services.

- Base budget pressures in Open Government Service are mainly due to salaries cost increases (COLA, step increases and progression and re-earnable lump sum pay) totaling $0.404 million.

- Operating impacts of $0.091 million net from capital are required for the sustainment of the Forms Management Project (1.0 position).
- The reversal of prior capital project delivery results in a decrease of 1.3 temporary positions and $0.139 million gross and $0 net.
- Other salary and benefit adjustments to reflect non-election year service adjustments result in a decrease of $0.712 million.
- IDC/IDR reconciliation to reflect actual requirements result in a decrease of $0.146 million net.

In order to offset the above pressures, the 2015 service changes for Open Government consists of base expenditures changes of $0.251 million, and service efficiency savings of $0.248 million as detailed below:

- One-time gapping of 3 positions.
- A line by line review results in a reduction in non-payroll items.
- Foregoing economic factors for non-payroll items results in savings of $0.175 million.
- Reduction in interdivisional charges from Facilities Management to reflect actual results in savings of $0.051 million.

City Clerk's Office

2015 – 2024 Capital Budget and Plan Overview

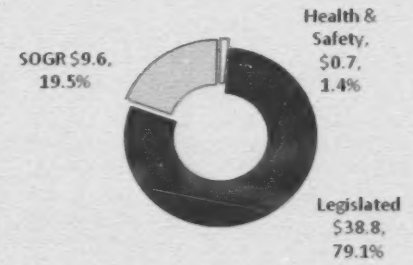
The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of their services of electing government, making government work and opening government.

The City Clerk's Office is responsible for assets valued at $73.211 million providing the systems and the tools to support the City Clerk's mission of building public trust and confidence in local government.

The 10-Year Capital Plan provides funding of $49.063 million to enable the City Clerk's Office to deliver its legislated responsibilities in elections, supporting Council decision-making, and providing lifecycle management of City information.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)

2014 Key Service Accomplishments

- Completed the following changes to the Toronto Elections Information System (TEIS):
  - ✓ Developed new applications:
    - **Candidates application** was redeveloped in Java to support 606 candidate nominations, control user access to MyCampaign and Electronic Filing Disclosure System, and support campaign financial disclosure.
    - **My Campaign** was developed to provide candidates with easy access to election information, including to download the voters' list via an online portal.
  - ✓ Enhanced applications:
    - **MyVote** provided the public with access to relevant election information, including "Where do I vote", "Ballot Sample", "Who is running in my ward" and "Am I on the Voters' List, "and real-time List of Candidates who ran in the 2014 Municipal Elections.
    - **Election Results Systems** provided the public and the media quick access to election results (including mayoral results by ward) and allowed quick input of information into open data.
  - ✓ Procured third-party applications/services:
    - **Staffing:** On-line recruitment application (Toronto Election Application Portal) provided a tool for the public to apply for voting place jobs, complete pre-assessments and for staff to schedule interviews with prospective election day positions.
    - **Training:** An on-line module to provide over 16,000 election day workers training for various election day positions. This is in addition to the # hours of classroom training.
    - **Warehouse:** An internal web application to track more than 2 million items of election supplies and/or equipment (i.e. vote tabulators) that were deployed to 1,679 voting places.
    - **Voter Data Cleansing Solution:** A voter data cleansing application that provided an efficient tool for correcting 26,283 errors in the voters' list.
    - **Municipal Voter View:** An application used during the advance vote to mark electors as "voted" in real time on the electronic voters' list.
- Continued to enhance public access to government decision-making through the following:
  - ✓ Launched a new **Public Appointments System** that provides:
    - a one-stop public access portal (www.toronto.ca/ServeYourCity) on Public Appointments including the ability to view opportunities, view current and historical membership, and submit on-line applications
    - a new secure back-office system to manage Public Appointment recruitments for vacancies.
  - ✓ Enhanced the **Toronto Meeting Management Information System** (TMMIS) (www.toronto.ca/council) which supported over 300 meetings, over 700 meeting hours and over 5,000 agenda items in 2014 to include:
    - Additional public-access navigation/process improvements, integrated social-media sharing options, and a more convenient ability to filter meeting items by status.
    - An improved Speaker list management system with added options for managing large numbers of speakers (deputations). In 2014, there were about 2,900 deputations.
    - A new Speakers List feature allows dynamic publishing of a Speakers List for all registered deputations on the day of a meeting (including added deputations as they are registered in real-time).
    - An upgrade of the built-in HTML editor and new editor options for fast and reliable assembly and projection of decision information (including motions) during meetings.

- A new time-saving extension that allows staff to select and import relevant amending-motions into the decision assembly area of the system.
- New back-office navigation features have added for faster access to recent items and recent meetings.
- Improved integration of real-time statistics for items and meetings.
- Application Server (Websphere Version 8) compliance and multi-browser compliance for state of good repair. This one might be too technical.

✓ Upgraded audio visual and related equipment in Committee Rooms 1 and 2 at Toronto City Hall to enhance meetings and meeting broadcasts.

- Supported elected officials in effectively engaging their constituents and managing the interactions with constituents through enhancements to the **Constituency Management System** as follows:
  - ✓ Implementing a new mobile friendly channel that is secure and easily accessible
  - ✓ Supporting multiple wireless device screen sizes that has a fluid and responsive user interface design and caters to touch-based interaction
  - ✓ Enhancing the search functionality to be more user friendly and intuitive
- Promoted Open government:
  - ✓ Enhanced public access to archival records and government information.
  - ✓ Developed procedures to allow public to access public services through forms that are AODA-compliant and easier to use.

Key Challenges & Priority Actions

Modernising Elections and government services

- The City of Toronto must modernize in the digital age. The City Clerk's Office 10-year capital plan will provide the systems to support the modernization of its three services in Elect Government, Make Government Work and Open Government.

The effort to modernize elections will be impact by potential legislative changes, with the Province undertaking a review of the *Municipal Elections Act, 1996* and City Council reviewing several priorities, such as ward boundary review. In order to promote public trust and confidence in government, another key challenge is to put in place an information policy framework that fosters information sharing to enable greater citizen engagement, collaboration and participation as well as promote transparency of City information in order to facilitate problem solving in our City. The City must be able to provide quicker and more convenient information on its decision-making so that there is greater citizen engagement.

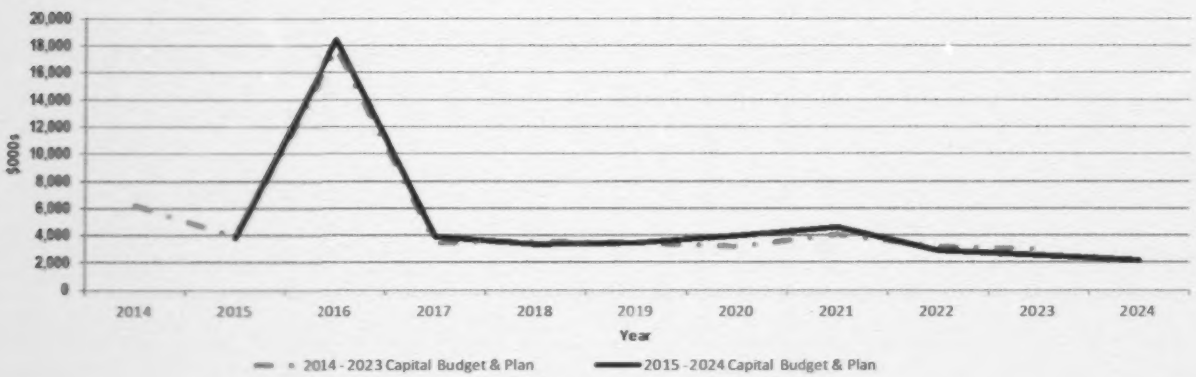
2015 Capital Budget Highlights

The 2015 Capital Budget for City Clerk's Office of $4.758 million, including carry forward funding, will:

- The Toronto Election Information System ($1.142 million), a multi-module system that supports all aspects of the municipal election;
- The Alternate Voting project ($0.443 million), which has 2 phases with the goal of implementing robust, secure and easily accessible alternative voting options for the 2018 or 2022 elections;
- The Infrastructure to Support Council and Committee Meetings project ($0.642 million) which promotes greater public access to Committee meetings through web-streaming, and provides for system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings;
- The Information Management Infrastructure project ($1.154 million), including Electronic Document & Record Management Solution (EDRMS), Open Information project and the Forms Management Project.
- The Council Transition System Changes ($0.570 million) provides for required system and application upgrades as part of transition to a new term of Council.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	6,250	3,850	17,756	3,382	3,540	3,445	3,148	4,055	3,170	3,000		51,596
2015 - 2024 Capital Budget & Plan		3,750	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200	49,063
Change %		(2.6%)	3.5%	14.8%	(5.4%)	0.6%	27.2%	14.1%	(8.5%)	(16.7%)		-4.9%
Change $		(100)	630	500	(190)	20	857	570	(270)	(500)		-2,533

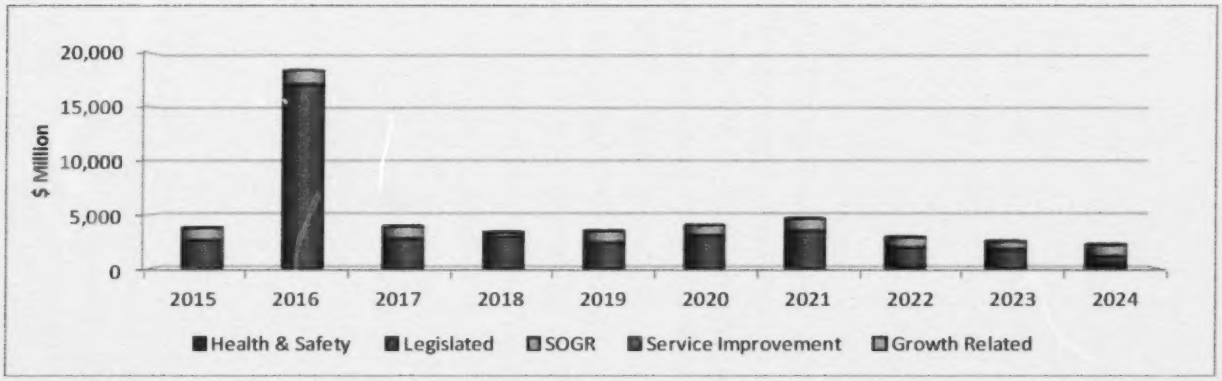
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
Health & Safety													
First & Second Floor Health & Safety Remediation	400										500	**500**	900
Mail Security and Mail Room Upgrades	871								185			**185**	1,056
Sub-Total	**1,271**	-	-	-	-	-	-	-	**185**	-	**500**	**685**	**1,956**
Legislated													
Implementation of New Vote Counting System		150	14,980	480								**15,610**	15,610
Toronto Election Information System (TEIS)	6,480	550	1,300	1,450	750	420	1,375	1,525	525	425	200	**8,520**	14,600
Information Management Infrastructure:	4,917												10,857
- *EDRMS*		900	675	400		500	1,000	700	700	600		**5,475**	
- *Open Information*				100	900	600	200	500				**2,300**	
- *Forms Mgt*		90										**90**	
Council Transition System Changes	981	450			600	600	195			800	500	**3,145**	3,405
Alternate Voting	1,394	400	100					500	250			**1,250**	2,644
TMMIS SOGR						300	305	310	315			**1,230**	1,230
Registry Services Systems SOGR				300	400							**700**	700
Toronto Gaming Information System SOGR				52	340							**392**	392
Toronto Meeting Management Information System (TMMIS)	600	100										**100**	600
Sub-Total	**14,372**	**2,640**	**17,055**	**2,782**	**2,990**	**2,420**	**3,075**	**3,535**	**1,790**	**1,825**	**700**	**38,812**	**50,038**
State of Good Repair													
Infrastructure to Support Council/Committee Meetings	1,300	560	300	300		500	400	90			500	**2,650**	3,075
Printing Equipment Replacement Plan	200		325	500	300	525						**1,650**	1,850
Archives Strategic Plan Implementation	668	400	606	300	60	20	80	50				**1,516**	2,084
Archives Strategic Plan Implementation SOGR									475	675	300	**1,450**	1,450
IP Workflow Management System SOGR							400	400	400			**1,200**	1,200
Records Centre Tracking System		150	100				50	50	50		200	**600**	600
Wedding Chambers Renovations								500				**500**	500
Sub-Total	**2,168**	**1,110**	**1,331**	**1,100**	**360**	**1,045**	**930**	**1,090**	**925**	**675**	**1,000**	**9,566**	**10,759**
Total Expenditures by Category	**17,811**	**3,750**	**18,386**	**3,882**	**3,350**	**3,465**	**4,005**	**4,625**	**2,900**	**2,500**	**2,200**	**49,063**	**62,753**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects.*

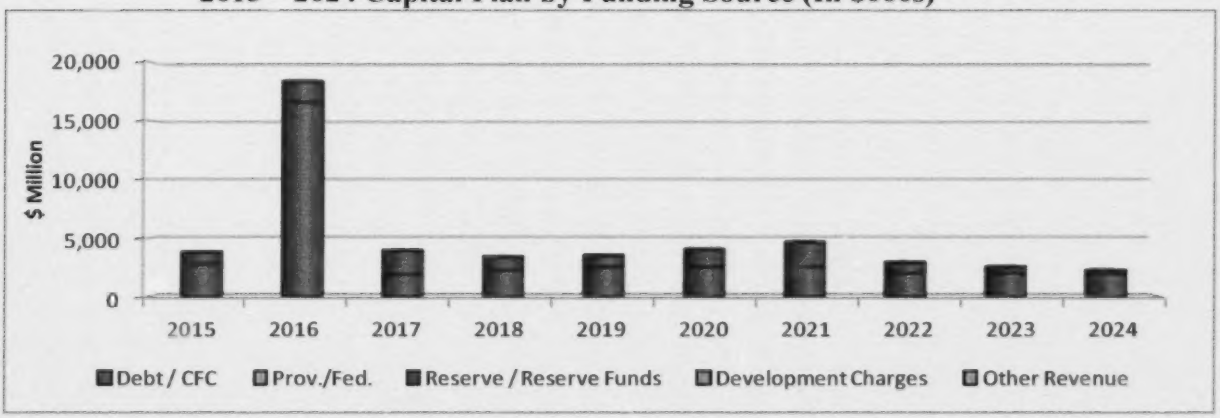
Chart 2
2015 – 2024 Capital Plan by Project Category (In $000s)



As illustrated in the chart above, the 10-Year Capital Plan for the City Clerk's Office of $49.063 million predominately provides funding for Legislated projects, which represent 79.1% of total funding over the 10-year period.

- The level of funding for Legislated projects is consistent with the City Clerk's Office requirement to meet legislated requirements in election-related capital projects, Accessibility for Ontarians with Disabilities Act (AODA) and the Occupational Health and Safety Act.
- State of Good Repair projects represent $9.566 million or 19.5% of project funding included in the 2015-2024 Capital Plan, mainly for the Infrastructure to Support Council/Committee Meetings project.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $49.063 million will be financed by the following sources:

- Debt, which accounts for $36.873 million or 75.2% of the financing over the 10-year period.
  - The higher debt levels in 2016 include the replacement of the new vote counting system. This project requires $15.610 million of debt funding

- The 10-Year Recommended Capital Plan meets the debt affordability target in each of the 10 years.

- Reserve and Reserve Funds represent the remaining $12.190 or 24.8% of funding for the 10-Year Capital Plan
  - This financing source will primarily be utilized to address election-related needs from the Election Reserve Fund and replacements of printing and records / archives equipment from the Equipment Reserves.

Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Council Transition System Changes	47.0	0.50	77.0	0.75							124.0	1.3	124.0	1.3
Implementation of New Vote Counting System					105.0						105.0		105.0	
TMMIS Phase 3	100.0	1.00	102.0	1.00							202.0	2.0	202.0	2.0
TEIS	70.0										70.0		70.0	
EDRMS			198.0	2.00	302.0	2.25	75.0	0.75			575.0	5.0	575.0	5.0
Forms Management	91.0	0.75	32.0	0.25							123.0	1.0	123.0	1.0
Open Information									85.0	0.25	85.0	0.3	85.0	0.3
Records Centre Tracking System SOGR			20.0								20.0		20.0	
Order Picker Replacement			4.0								4.0		4.0	
Total (Net)	**308.0**	**2.3**	**433.0**	**4.0**	**407.0**	**2.3**	**75.0**	**0.8**	**85.0**	**0.3**	**1,308.0**	**9.5**	**1,308.0**	**9.5**

*** Exclude Lobbyist Registry SOGR & Mobile Device Interface $5k in 2017.

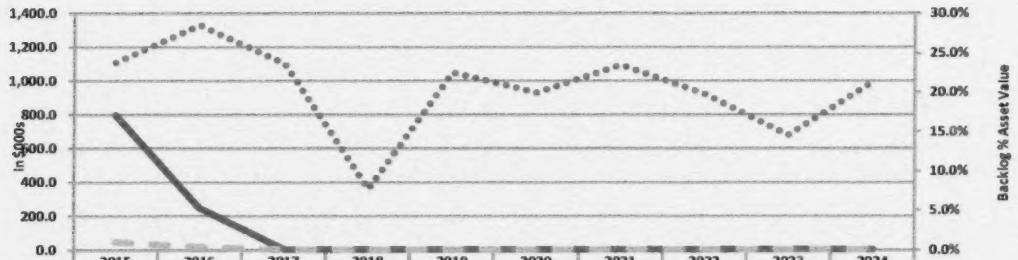
The 10-Year Capital Plan will increase future year Operating Budgets by a total of $1.308 million net over the 2015 – 2024 period, as shown in the table above.

Approved permanent positions will increase by 9.5 over the 10-year time frame. This is comprised of funding to sustain the following capital projects once they are completed and operationalized:

- Additional funding of $0.308 million and 2.25 additional positions will be required in 2015 for support and maintenance for the following technology systems:
  - Toronto Meeting Management Information System ($0.100 million, 1.0 position)
  - Forms Management project ($0.091 million, 0.75 position)
  - Toronto Elections Information System ($0.070 million)
  - Council Transition System Changes ($0.047 million, 0.5 position).
- Additional funding of $1.000 million will be required in years 2016-2024 to maintain the following systems once they are completed and operationalized:
  - TMMIS project ($0.102 million)
  - Information Management Infrastructure project ($0.692 million)
  - Council Transition System Changes ($0.077 million)
  - Implementation of the New Vote Counting System ($0.105 million)
  - Records Centre Tracking System ($0.024 million).

- Additional 7.25 positions will be required in years 2016-2024 to support and maintain the following systems as they are completed:
  - Toronto Meeting Management Information System (1.0)
  - Information Management Infrastructure project (5.5)
  - Council Transition System Changes project (0.75).

Chart 4
SOGR Funding & Backlog (In $000s)

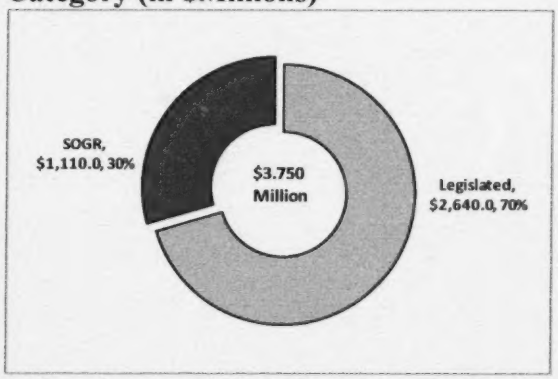


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	1,110.0	1,331.0	1,100.0	360.0	1,045.0	930.0	1,090.0	925.0	675.0	1,000.0
Accumulated Backlog Est.	796.0	250.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Backlog % of Asset Value	1.1%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The 10-Year Capital Plan dedicates $9.566 million to SOGR spending over 10-Year Capital Plan, which on average is $0.957 million annually.

- The SOGR backlog is estimated to be $1.146 million or 1.6% of City Clerk's Office total asset replacement value of $73.211 million by December 31, 2014. The backlog is mainly comprised of SOGR needs for the Archives Strategic Plan Implementation.
- The SOGR funding of $9.566 million will address the backlog during the 10-Year Capital Plan time frame.
- The SOGR backlog is estimated to be eliminated at the end of the first five years.

2015 Capital Budget by Project Category (in $Millions)



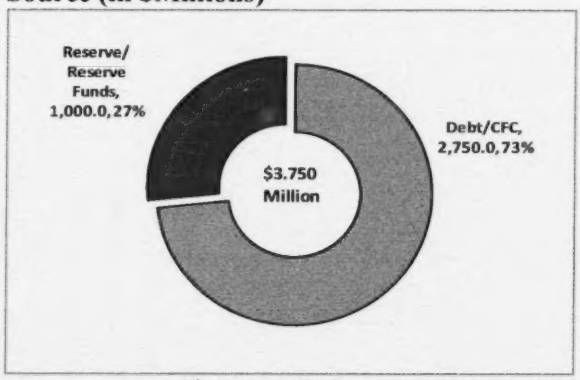
$120.0 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $3.750 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Legislated ($2.640 million, 70.4%)*
  - In 2015, Legislated projects continue to drive the City Clerk's Office Capital Budget.
- *SOGR ($1.110 million, 29.6%)*
  - Funding for Growth projects in 2015 is primarily for the Archives Strategic Plan Implementation project and the Infrastructure to Support Council/Committee Meetings project.

2015 Capital Budget by Funding Source (in $Millions)

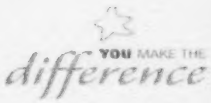


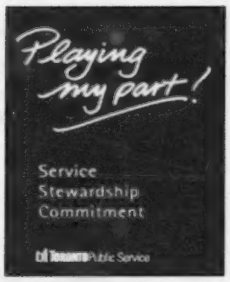
$120.0 million

The 2015 Capital Budget is financed primarily by:

- *Debt ($2.750 million, 73.3 %)*
  - This is on target with the debt affordability guideline set for this Program in 2015. The largest project funded by debt in 2015, is the Information Management Infrastructure project, requiring $0.990 million or 36% of debt funding.
- *Reserve and Reserve Funds ($1.000 million, 26.7%)*

The Toronto Election Information System (TEIS) project and the Alternate Voting project are funded from the Election Reserve Fund, while the Archives Equipment SOGR is funded from the City Clerk's Equipment Reserves.





City Manager's Office

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $55.061 million as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	55,401.7	55,061.3	(340.4)	(0.6%)
Gross Revenues	8,749.8	8,139.4	(610.4)	(7.0%)
Net Expenditures	**46,651.9**	**46,921.9**	**270.0**	**0.6%**

The 2015 Operating Budget of $46.922 million net is $0.270 million or 0.6% over the 2014 Approved budget of $46.652 million net and provides $1.260 million net in funding for base budget increases (mainly salary and benefit increases for COLA, progression pay and step increases, and operating impacts for sustainment of completed capital projects), which have been offset by base expenditure reductions of $0.648 million and service efficiency savings of $0.342 million.

Trends:

- Declining cost of workplace injuries (WSIB)
- Declining number of active arbitrations and grievances
- Increasing use of social media for interaction with the public

2015 Operating Budget Overview

The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities. The City Manager is accountable to Council for the policy direction and program delivery of all divisions. Human Resources, in the City Manager's Office, provides services to approximately 35,000 full and part-time employees, including the hiring, retention and development of staff, labour relations, and ensuring healthy and safe work environments.

Fast Facts

- Supported 35,000 full and part-time employees
- Received greater than 168,000 job applications and filled over 6,500 positions excluding recreation workers (2014)
- Reached close to 200,000 potential job candidates on CityTOjobs Facebook page and CityTOjobs Twitter account has over 4,400 followers
- Issued 585 News Releases/Media Advisories and over 4,000 media contacts (2014)
- 85,000 @TorontoComms twitter followers (2014)
- Engaged over 20,000 participants in city-wide public consultations
- Administered close to 150 Council requests, correspondence and meetings related to federal and provincial government legislation and regulatory changes and policy initiatives
- 93% of 549 recommendations to enhance internal controls issued by Internal Audit since 2005 have been accepted and implemented by City divisions (2014)
- Responded to 1,100 responses to human rights related enquiries and complaints from employees and residents (2014)

2014 Key Service Accomplishments

Executive Management:

- ✓ Supported the day-to-day operations of the City Manager Office including the development, implementation and administration of City polices and the planning, development and delivery of programs and services to the residents and businesses of Toronto.
- ✓ Led the review of the City's response to the December 2013 Ice Storm including the development of recommendations approved by Council to improve the City's ability to mitigate, prepare for, respond to, and recover from future emergency events.
- ✓ Introduced a new corporate complaints tracking tool and co-ordinated the reporting of results.
- ✓ Established additional capacity to support continuous improvement initiatives such as enhancing customer service, process mapping and implementation of the common management framework.

Strategic & Corporate Policy:

- ✓ Completed the City Manager's 2013-2018 Strategic Actions for the Toronto Public Service to advance Council's goals. The 26 Actions were approved by Council and are underway.
- ✓ Completed the Toronto Public Service By-law which was approved by Council in June. The By-law consolidates employment and ethical provisions for staff and strengthens policies related to Conflict of Interest, Political Activity, and Disclosure of Wrongdoing and Protection from Reprisals.
- ✓ Led the corporate work plan for the 2014 Council Transition - a comprehensive policy briefing process for the incoming Mayor and Council following the October election and into 2015.
- ✓ Supported Council's governance and decision-making structure: provided strategic advice on Council-committee structures, delegation of authority; the Accountability functions; provided oversight for the Ward Boundary Review; continued implementation of participatory models of civic engagement and input for the City's open data and open government initiatives.
- ✓ Provided oversight for CMO-led federal/provincial governance and funding programs and agreements including Federal Gas Tax Fund, Provincial Gas Tax Fund, New Building Canada Fund, TTC Streetcar Replacement Program, and Union Station Revitalization; negotiated the City's interests in the permanent Federal Gas Tax Fund.
- ✓ Provided corporate oversight and coordination of divisional and agency advice on transit matters including Scarborough Subway, Relief Line, City/TTC/Metrolinx Master Agreement and completed report on the Metrolinx Funding Strategy.
- ✓ Provided intergovernmental advice and support to the City Manager and Council: prepared formal submissions to federal and provincial governments; administered the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA); supported members of Council and the City Manager's participation in municipal associations including FCM.
- ✓ Provided governance and accountability advice to Council and the City Manager for more than 30 City agencies; reviewed and reported on executive compensation for agencies and corporations; ensured the City's shareholder and legislative requirements were met for the seven City Service Corporations.

Internal Audit:

- ✓ Contract management reviews in Engineering & Construction Services improved processes and controls to ensure that large capital construction contracts are properly managed.
- ✓ A review of the administration of the 5 City sponsored pension plans increased internal controls over pensioner data and lead to a secondary extensive review to ensure the lack of controls were not exploited.
- ✓ Performed a review to strengthen controls with respect to the procurement and management of

consultants within the Information & Technology Division.

- ✓ Conducted a review of the tender bid process within Transportation Services to ensure that contract awards result in the "best" value for the City.
- ✓ Partnered with Toronto Employment and Social Services to review processes pertaining to Employment & Social Services Benefits Card program with recommendations to improve the security of cardholder personal information and controls over the administration of the program.

Strategic Communications:

- ✓ Developed and implemented internal and external communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.
- ✓ Developed and implemented public education, promotional and advertising programs across the City.
- ✓ Provided crisis communications leadership during emergency incidents and extreme weather events including cleanup from ice storm and City Hall power outage.
- ✓ Provided digital communications leadership for the revitalization of the City's website (Phase 2) and use of social media; developed an accessible communications policy and guidelines as per AODA requirements.
- ✓ Managed the City's Corporate Identity Program and requests for use of City intellectual property.
- ✓ Implemented enhanced media monitoring and issues management solutions for the City's daily news summary.

Equity, Diversity & Human Rights:

- ✓ Implemented 95% of actions under the Diversity goal of the *Talent Blueprint.*
- ✓ Evaluated, revised and administered *Count Yourself In* Workforce Survey.
- ✓ Monitored and reported on City's compliance with Accessibility for Ontarians with Disability Act (AODA).
- ✓ Successfully resolved more than 1,000 employee and citizen harassment and discrimination complaint and inquiries.
- ✓ Expanded the Human Rights and Anti-Harassment/Discrimination Policy protections to undocumented Torontonians and service recipients.

HR - Employee & Labour Relations

- ✓ Provided strategic collective bargaining and entered into a Service Level Agreement between the City and Toronto Police Service.
- ✓ Finalized the part-time Local 416 collective agreement for Emergency Medical Services and commenced bargaining for Toronto Professional Fire Fighters' Association Local 3888.

HR - Employment Services

- ✓ Implemented improvements to the hiring process, arising from the 2013 business process review, resulting in efficiencies to streamline the hiring process and reduce the time to fill.
- ✓ Developed and implemented an Aboriginal Employment Strategy to support diversity objectives in the Toronto Public Service.

HR - Organization & Employee Effectiveness

- ✓ Implemented an enterprise-wide learning management system (ELI) that serves as a central repository for tracking training and enables completion of online learning.
- ✓ Implemented new programs related to investing in supervisors and leadership development, including the launch of the 2015 "Executive Development" program; the "Emerging Leaders" program; and "Management and Executive Onboarding".

HR - Safe & Healthy Workplaces

- ✓ Overall the number of lost time injuries has decreased by 50% since the implementation of

the Target Zero initiative. This represents a savings of $6.6M on an annual basis.

✓ Provided Employee Health and Rehabilitation services assisting employees for non-work related absences. Referrals under the Attendance Management Program continue at the increased level experienced in 2013 (47%). The absenteeism rate for the City dropped to 8.8 days per employee in 2013 (from 10.2).

Our Service Deliverables for 2015

The 2015 Operating Budget of $55.061 million gross and $45.921 million net provides funding to:

Executive Management:

- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.

Strategic & Corporate Policy:

- Implement the Toronto Public Service By-law for the in-force date of December 31, 2015, including the development of orientation training, educational tools and resources.

Internal Audit:

- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.

Strategic Communications:

- Develop and implement internal and external communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.

Equity Diversity and Human Rights:

- Analyze and report on *Count Yourself In* Workforce Survey data.

Human Resources:

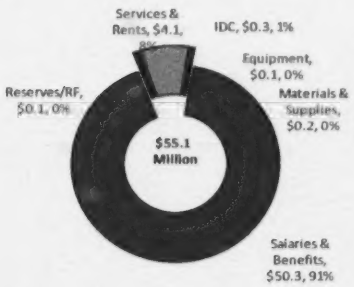
- Provide expert advice and support to the City's operating divisions faced with downsizing, reorganizing and program review challenges in a complex, unionized environment through collective agreement and policy interpretation, partnering with divisions, expanding the training program to include additional corporate and custom intact training, and liaising with the respective union representatives.

Where the money goes:

2015 Budget by Service
$55.1 Million

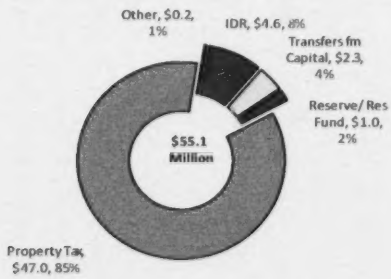
Safe & Healthy Workplaces, $11.3, 21%
Executive Mgt., $3.0, 5%
Strat & Corp Policy, $4.4, 8%
Internal Auditing, $1.1, 2%
Strat Comm, $6.4, 12%
EDHR, $1.8, 3%
ELR, $7.9, 14%
Empl Services, $11.7, 21%
Organiz'l & Empl Effect, $7.6, 14%
$55.1 Million

2015 Budget by Expenditure Category



Where the money comes from:

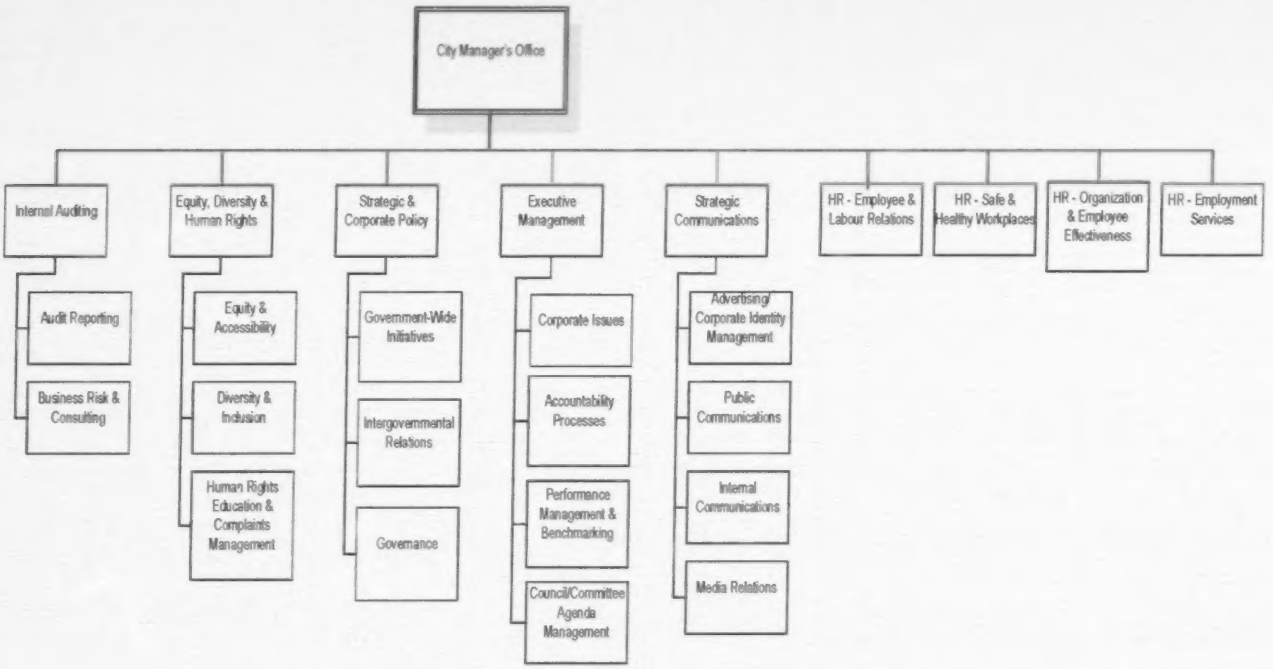
2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- Provide corporate oversight to:
  - ✓ Build capacity for continuous improvement
  - ✓ Advocate for the City's interest with governments and agencies
  - ✓ Expand social media strategies for recruitment and branding
  - ✓ Implement equity, diversity and human rights initiatives across the Toronto Public Service
- Implement participatory models of civic engagement including participatory budgeting:
  - ✓ City staff are developing a pilot project for participatory budget which may include the use of web-based technology and at multiple locations.
- Develop a mandate for collective bargaining with TCEU L416, CUPE Local 79, Association of Community Centres CUPE L2998, and for Exhibition Place. Commence bargaining October 15, 2015:
  - ✓ The 2015 Operating Budget includes $0.400 million gross to begin collective bargaining activities and negotiations.
- Enhance the health of employees generally and at work through the development of programming to support the Psychological Health and Safety policy:
  - ✓ Continued to advance the Target Zero Continuous Improvement initiative and create an embedded safety culture aimed to significantly decrease workplace injuries and the associated personal and financial costs.
- Meet the increasing demand for training with limited resources:
  - ✓ The 2015 Operating Budget includes 2 new permanent positions to build the organization capacity to use all the software features of the Learning Management System, and create or purchase eLearning content to meet City wide priorities.
  - ✓ The Learning Management System, ELI will reduce the amount of in class training and travel to off-site locations by introducing more on-line training and streamlining training requirements of the Divisions.

Program Map



Service Customer

Executive Management

- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Manager
- Public
- Other orders of government

Strategic & Corporate Policy

- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Managers
- Public
- Other orders of government

Strategic Communications

- Public
- City Divisions, Agencies & Corporations
- Media

Equity, Diversity & Human Rights

- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Managers
- Public
- Other orders of government

Internal Audit

- City Divisions, Agencies & Corporations

Human Resources

- Toronto Public Service
- City Divisions, Agencies & Corporations
- Unions & Associations
- Members of the public interested in opportunities in the Toronto Public Service

Table 1

2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		Incremental Change 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Executive Management											
Gross Expenditures	2,931.6	2,719.9	2,979.3		2,979.3	47.7	1.6%	64.8	2.2%		
Revenue	17.9	16.6			-	(17.9)	(100.0%)				
Net Expenditures	2,913.7	2,703.3	2,979.3		2,979.3	65.6	2.3%	64.8	2.2%	-	
Strategic & Corporate Policy											
Gross Expenditures	4,375.6	4,059.7	4,386.2		4,386.2	10.5	0.2%	(463.4)	(10.6%)	(220.4)	(5.3%)
Revenue	777.5	721.4	851.5		851.5	74.0	9.5%	(941.9)	(110.6%)	(384.8)	(82.4%)
Net Expenditures	3,598.1	3,338.3	3,534.6		3,534.6	(63.5)	(1.8%)	478.5	13.5%	164.4	4.4%
Internal Auditing											
Gross Expenditures	1,144.0	1,061.4	1,134.4		1,134.4	(9.6)	(0.8%)	149.1	13.1%		
Revenue	611.0	566.9	611.0		611.0	-					
Net Expenditures	533.0	494.5	523.4		523.4	(9.6)	(1.8%)	149.1	28.5%	-	
Strategic Communications											
Gross Expenditures	6,178.9	5,732.7	6,366.8		6,366.8	187.8	3.0%	(166.8)	(2.6%)	(275.7)	(4.5%)
Revenue	1,420.6	1,318.1	1,577.7		1,577.7	157.0	11.1%	(204.3)	(13.0%)	(230.5)	(17.1%)
Net Expenditures	4,758.3	4,414.7	4,789.1		4,789.1	30.8	0.6%	37.6	0.8%	(45.2)	(1.0%)
Equity, Diversity & Human Rights											
Gross Expenditures	1,704.0	1,580.9	1,811.8		1,811.8	107.8	6.3%	39.9	2.2%		
Revenue	2.5	2.3	2.5		2.5	-					
Net Expenditures	1,701.5	1,578.6	1,809.3		1,809.3	107.8	6.3%	39.9	2.2%	-	
HR Employee & Labour Relations											
Gross Expenditures	8,098.7	7,513.9	7,851.9		7,851.9	(246.8)	(3.0%)	1,529.3	19.5%	(1,489.2)	(23.4%)
Revenue	1,174.4	1,089.6	1,137.0		1,137.0	(37.4)	(3.2%)	1,157.7	101.8%	(901.3)	(382.5%)
Net Expenditures	6,924.4	6,424.3	6,714.9		6,714.9	(209.4)	(3.0%)	371.6	5.5%	(587.8)	(9.6%)
HR Employment Services											
Gross Expenditures	11,748.0	10,899.7	11,689.8		11,689.8	(58.2)	(0.5%)	72.5	0.6%	80.0	0.7%
Revenue	2,040.7	1,893.3	1,978.7		1,978.7	(62.0)	(3.0%)	38.8	2.0%	(94.3)	(5.0%)
Net Expenditures	9,707.4	9,006.4	9,711.1		9,711.1	3.8	0.0%	33.7	0.3%	174.4	1.8%
HR Organizational & Employee Effectiveness											
Gross Expenditures	7,764.4	7,203.7	7,560.9		7,560.9	(203.5)	(2.6%)	(630.8)	(8.3%)	85.1	1.1%
Revenue	1,597.0	1,481.7	1,329.9		1,329.9	(267.1)	(16.7%)	(151.2)	(11.4%)	(94.4)	(7.6%)
Net Expenditures	6,167.5	5,722.1	6,231.1		6,231.1	63.6	1.0%	(479.6)	(7.7%)	179.5	2.8%
HR Safe & Healthy Workplaces											
Gross Expenditures	11,456.4	10,629.1	11,280.2		11,280.2	(176.1)	(1.5%)	(50.2)	(0.4%)	85.1	0.7%
Revenue	1,108.3	1,028.3	651.2		651.2	(457.1)	(41.2%)	(199.2)	(30.6%)	(94.3)	(16.9%)
Net Expenditures	10,348.1	9,600.8	10,629.1		10,629.1	281.0	2.7%	148.9	1.4%	179.5	1.7%
Total											
Gross Expenditures	55,401.7	51,400.9	55,061.3		55,061.3	(340.4)	(0.6%)	544.5	1.0%	(1,735.0)	(3.3%)
Revenue	8,749.8	8,435.7	8,139.4		8,139.4	(610.4)	(7.0%)	(300.0)	(3.7%)	(1,799.6)	(28.4%)
Total Net Expenditures	46,651.9	42,965.2	46,921.9		46,921.9	270.0	0.6%	844.5	1.8%	64.6	0.1%
Approved Positions	458.5	395.0	443.5		443.5	(15.0)	(3.3%)	(5.0)	(1.1%)	(3.0)	-0.7%

The City Manager's 2015 Total Operating Budget is $55.061 million gross and $46.922 million net. The net budget increased by $0.270 million or 0.6% due to the following:

- Contractually obligated salary and benefit increases for cost of living, progression pay and step increases of $1.756 million across all services.

- Operating impacts for sustainment of completed capital projects of $1.075 million in Human Resources, are to sustain completed capital projects that will transform and modernize the way the

City manages its staffing complement, develops talent, plans for workforce changes including succession planning, training and development of staff through systems that automate processes and compile data for modeling, planning and decision making.

- A large component of the operating impacts are resources required in Human Resources - Organization & Employee Effectiveness to sustain *e-Learning*, an initiative that modernizes and improves the City's learning infrastructure, transforming the City's culture to embrace technology enabled learning in order to develop a flexible, adaptable and knowledge workforce. Resources including 2 new positions and $0.605 million are required to integrate the divisions, their learning and development plans, training courses and contents, and maintain the system.

The above pressures are partially offset by the following:

- A salaries and benefits adjustment to reflect actual requirements results in a decrease of $0.854 million.
- A reduction of $0.529 million is required in order to increase the gapping rate from 4% to 5% across all services.
- A reduction in training expense results in a savings of $0.575 million, in HR Organizational & Employee Effectiveness. The implementation of the capital project e-learning, provides the City with the capacity to do on-line training. A reduction in training expenses of $0.575 million is recommended to reflect a 10% operating saving as a result of this new on-line training capability for the City. Savings for all City Divisions have been captured in the City Manager's Office, but will be transferred to the respective Divisions in 2015 through the 2015 Quarterly Variance Report.
- The deletion of 3 vacant positions, one in each of Strategic & Corporate Policy, Strategic Communications and HR Employee & Labour Relations results in savings of $0.342 million. Workload has been restructured and implemented within the existing complement.

Table 3

2016 and 2017 Plan by Program

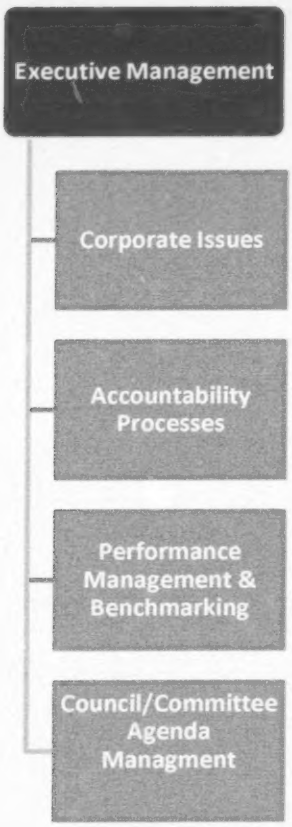
	2016 - Incremental Increase					2017 - Incremental Increase				
Description ($000s)	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salary (progression pay, re-earnable lump sum, step, gapping & benefits)	852.5		852.5	1.8%						
Completion of Capital Project -Fpars						(384.5)	(384.5)			(3.0)
Annualization of 2015 temporary capital staffing	175.5	175.5								
Reversal of Protocol Support to 2015 PanAm & ParapanAm Games	(515.1)	(515.1)			(5.0)	(394.8)	(394.8)			
Ward Boundary	(320.3)	(320.3)				(56.1)	(56.1)			
Engagement Survey	(190.0)	(190.0)								
Collective Bargaining	550.0	550.0				(950.0)	(950.0)			
Other (non-payroll)	(8.1)		(8.1)	(0.0%)		50.4	(14.2)	64.6	0.1%	
Sub-Total	544.5	(299.9)	844.4	1.8%	(5.0)	(1,735.0)	(1,799.6)	64.6	0.1%	(3.0)
Total Incremental Impact	544.5	(299.9)	844.4	1.8%	(5.0)	(1,735.0)	(1,799.6)	64.6	0.1%	(3.0)
Total Incremental Impact	544.5	(299.9)	844.4	1.8%	(5.0)	(1,735.0)	(1,799.6)	64.6	0.1%	(3.0)

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression & re-earnable lump sum pay, step increases, COLA, fringe benefit increases result in increases of $0.853 million in 2016.
- Reversal of temporary capital staffing due to the completion of the HR-FPARS capital project, results in a further decrease of 3.0 positions and $0.385 million gross and $0 net in 2017.
- Reversal of protocol support in 2015 PanAm and ParapanAm games results in a decrease of 5.0 temporary positions and $0.515 million gross and $0 net in 2016 and $0.395 million gross and $0 net in 2017.
- Reversal of one-time funding for the Ward Boundary Review and the Employee Engagement Survey results in a decrease of $0.320 million gross and $0 net and $0.190 million gross and $0 net respectively in 2016.
- Costs of Collective Bargaining Negotiations results in incremental increase of $0.550 million gross and $0 net in 2016 as this is funded from the Non-Program Budget. Reversal of the total one-time funding results in a decrease of $0.950 million gross and $0 net in 2017.

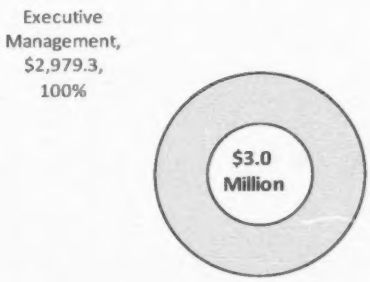
Executive Management



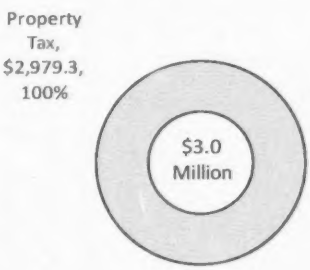
What We Do

- Provide overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments.
- The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities and challenges. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and programs.
- Lead and coordinate Toronto's participation in developing and reporting performance and indicator results.
- Anticipate, respond to, and develop strategies to manage emerging issues.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels

Executive Management

		Service Levels				
Activity	Type	2011	2012	2013	2014	2015
Corporate Issues			95% of issues responded to within 24 hours			
Accountability Processes				100% of ombudsman's' recommendations implemented on time		
Performance Management & Benchmarking	Performance Indicator Management* please refer to new types below:	100% of indicators updated as per reporting frequency requirements				Refer to new types
	Management Information Dashboards					Update Management Information Dashboards quarterly
	Performance Measurement and Benchmarking Report					Update Performance Measurement and Benchmarking Report annually
	World Council on City Data					Update World Council on City Data annually
	Toronto's International Rankings					Monitor Toronto's International Rankings and the City's website as required
Financial Management & Program Support (EM)				N/A	N/A	Please refer to new activtiy: Council/Committee Agenda Management
Council/Committee Agenda Management						Co-ordinate staff reporting to eight Council/Committee cycles

Adjustments and Recommended Changes to Executive Management Service Levels:

- Performance Management & Benchmarking – the Performance Indicator Management type of activity has been split into the following 4 types, each with its own service level:
  - Management Information Dashboards;
  - Performance Measurement and Benchmarking Report;
  - World Council on City Data; and
  - Toronto's international Rankings
- The activity formerly known as "Financial Management & Program Support (EM)" has been changed to "Council/Committee Agenda Management."

Table 7

2015 Service Budget by Activity

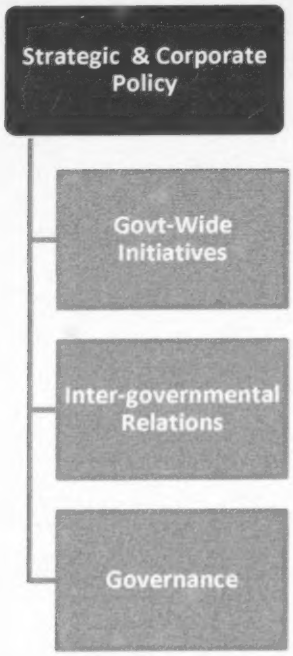
Executive Management ($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Executive Management	2,931.6	2,979.3		2,979.3	47.7	1.6%		2,979.3	47.7	1.6%	64.8	2.2%		
Total Gross Exp.	2,931.6	2,979.3		2,979.3	47.7	1.6%		2,979.3	47.7	1.6%	64.8	2.2%		
REVENUE														
Executive Management	17.9				(17.9)	(100.0%)			(17.9)	(100.0%)		-		-
Total Revenues	17.9				(17.9)	(100.0%)			(17.9)	(100.0%)		-		-
NET EXP.														
Executive Management	2,913.7	2,979.3		2,979.3	65.6	2.2%		2,979.3	65.6	2.2%	64.8	2.2%		
Total Net Exp.	2,913.7	2,979.3		2,979.3	65.6	2.2%		2,979.3	65.6	2.2%	64.8	2.2%		
Approved Positions	21.0	21.0		21.0				21.0				0.0%		

The 2015 Operating Budget for Executive Management of $2.979 million gross and net is $0.066 million or 2.2% over the 2014 Approved Net Budget.

The ***Executive Management Service*** provides overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments. The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities and challenges. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and programs.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.079 million).
- The base budget pressures have been offset by reductions identified in line-by-line reviews of $0.002 million and increasing the gapping rate from 4% to 5% resulting in a decrease of $0.030 million.

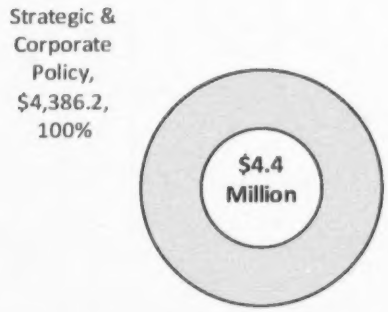
Strategic & Corporate Policy



What We Do

- Ensure responsiveness to City Council and citizens, facilitate improved service delivery, promote the City's interests in legislative affairs, and set policy for initiatives.
- Lead corporate projects, reports and policy development such as a Toronto Public Service Framework and By-law, and the Ward Boundary Review.
- Provide advice and support to the City Manager and Council on various intergovernmental matters, including the preparation of formal submissions to, and negotiating and administering agreements and funding programs with other orders of government.
- Support effective Council and Committee governance structures and processes.
- Develop and implement participatory civic engagement models, processes and tools to support Council decision making and corporate policy initiatives.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

2015 Service Levels

Strategic & Corporate Policy

		Service Levels				
Activity	Type	2011	2012	2013	2014	2015
Strategic Planning & Policy Development				N/A	To develop and delivery corporate-level policy and governance requirements to advance Council's goals. To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time To complete 100% of staff requests for policy or civic engagement advice To post civic engagement activities as provided by City divisions to the City's website in 24 hours 95% of the time	**Please refer to new activity: Government-Wide Initiatives**
Intergovernmental and Agency Relations				N/A	Develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council Prepare advice and address all City governance and accountability requirements per relationship frameworks and shareholder directions of City agencies and corporations Coordinate and complete all Council requirements as sole shareholder of City Corporations related to the holding of Annual General Meetings and the review of audited financial statements within the legislated fifteen month timeframe	**Please refer to new activity: Inter-governmental Relations**
Governance & Organizational Structures				N/A	To respond to requests received for governance and organizational advice within 24 hours 95% of the time To complete 100% of requested service efficiency studies of City programs and services	**Please refer to new activity: Governance**
Government-Wide Initiatives						**Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council**
						Respond to all requests for civic engagement advice
						Effectively coordinates strategic initiatives with key stakeholders and partners
Inter-governmental Relations						**Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council**
						Complete all required formal submissions, correspondence and meetings with other governments and associations
						Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds
Governance						**Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council**
						Respond to all requests for civic engagement advice
						Effectively coordinates strategic initiatives with key stakeholders and partners

There was a technical adjustment to rename the previous 3 activity names from "Strategic Planning & Policy Development", "Intergovernmental & Agency Relations" and "Governance & Organizational Structures" to "Government-Wide Initiatives", "Inter-governmental Relations" and "Governance" respectively. The changes do not impact service level, but were made to more accurately reflect the types of activities included in the service.

Table 7

2015 Service Budget by Activity

	2014	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Strategic & Corporate Policy	4,375.6	4,466.5	(80.3)	4,386.2	10.6	0.2%		**4,386.2**	10.6	0.2%	(463.4)	(10.6%)	(220.4)	(5.6%)
Total Gross Exp.	4,375.6	4,466.5	(80.3)	4,386.2	10.6	0.2%		**4,386.2**	10.6	0.2%	(463.4)	(10.6%)	(220.4)	(6.0%)
REVENUE														
Strategic & Corporate Policy	777.5	851.5		851.5	74.0	9.5%		**851.5**	74.0	9.5%	(941.9)	(110.6%)	(384.8)	425.7%
Total Revenues	777.5	851.5		851.5	74.0	9.5%		**851.5**	74.0	9.5%	(941.9)	(110.6%)	(384.8)	81.0%
NET EXP.														
Strategic & Corporate Policy	3,598.1	3,615.0	(80.3)	3,534.7	(63.5)	(1.8%)		**3,534.7**	(63.5)	(1.8%)	478.5	13.5%	164.4	4.1%
Total Net Exp.	3,598.1	3,615.0	(80.3)	3,534.7	(63.5)	(1.8%)		**3,534.7**	(63.5)	(1.8%)	478.5	13.5%	164.4	3.9%
Approved Positions	30.0	30.0	(1.0)	29.0	(1.0)	(3.3%)		**29.0**	(1.0)	(3.3%)	(3.0)	(10.3%)		

The 2015 Operating Budget for Strategic & Corporate Policy of $4.386 million gross and $3.535 million net is $0.064 million or 1.8% below the 2014 Approved Net Budget.

The ***Strategic & Corporate Policy Service*** ensures responsiveness to City Council and citizens, facilitates improved service delivery, promotes the City's interests in legislative affairs, and sets policy for initiatives. This service primarily:

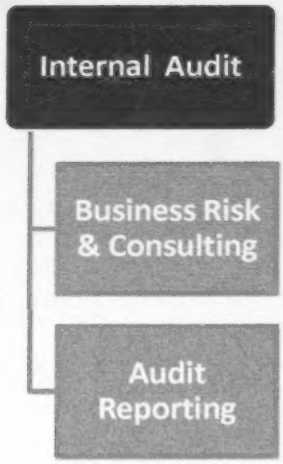
- Provides advice and support to the City Manager and Council on intergovernmental matters including the administration of agreements and funding programs with other orders of government, governance and decision making structures for Council and its agencies and corporations, and undertakes government-wide policy initiatives including participatory engagement activities to support Council decision making.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.105 million).

- In order to offset the above pressures, the 2015 recommended reductions for Strategic & Corporate Policy consists of base expenditures reductions of $0.002 million, resulting from a line by line expenditure review, increasing the gapping rate from 4% to 5% resulting in a decrease of $0.040 million and service efficiency savings of $0.079 million from the deletion of 1.0 vacant administrative position. Workload has been restructured and implemented within the existing complement.

- Salaries and benefits have been adjusted to reflect actual requirements, resulting in a decrease of $0.048 million.

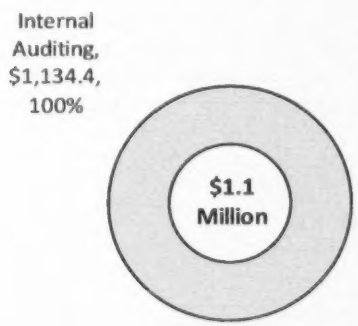
Internal Audit



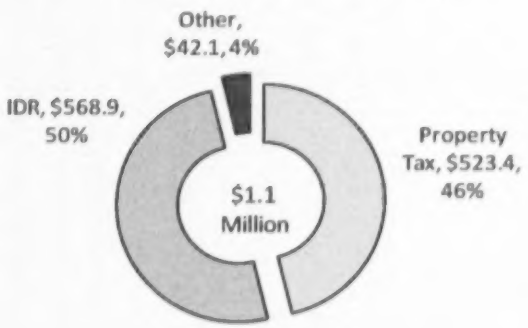
What We Do

- Identify and evaluate exposure to risk to help strengthen risk management and controls in program areas within City divisions, agencies and corporations.
- Provide objective assurance and advice to help clients mitigate business risks, improve operations.
- Promote/Assure fiscal responsibility, accountability and compliance with various policies and legislation.
- Annually report work plan and previous year's achievements to Audit Committee.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels

Internal Audit

Activity	Type	Service Levels 2011	2012	2013	2014	2015
Business & Risk Consulting				To develop workplan based on assessment of risk and available resources		Prioritize requests for review/audit based on assessment of risk
						Respond to requests for advice within two business days
Audit Reporting		Achieved a 4.2 out of 5 client satisfaction score in 2011 (to date)	Achieved a 4.2 out of 5 client satisfaction score in 2011 (to date)	Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed		

Table 7

2015 Service Budget by Activity

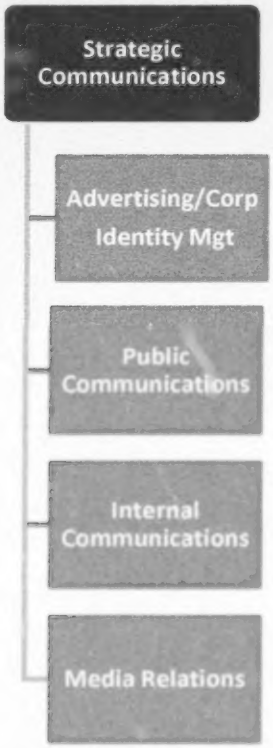
($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Internal Auditing	1,144.0	1,134.4		1,134.4	(9.6)	(0.8%)		1,134.4	(9.6)	(0.8%)	149.1	13.1%		
Total Gross Exp.	1,144.0	1,134.4		1,134.4	(9.6)	(0.8%)		1,134.4	(9.6)	(0.8%)	149.1	13.1%		
REVENUE														
Internal Auditing	611.0	611.0		611.0				611.0				0.0%		
Total Revenues	611.0	611.0		611.0				611.0				0.0%		
NET EXP.														
Internal Auditing	533.0	523.4		523.4	(9.6)	(1.8%)		523.4	(9.6)	(1.8%)	149.1	28.5%		
Total Net Exp.	533.0	523.4		523.4	(9.6)	(1.8%)		523.4	(9.6)	(1.8%)	149.1	28.5%		
Approved Positions	8.0	8.0		8.0				8.0				0.0%		

The 2015 Operating Budget for Internal Auditing of $1.134 million gross and $0.523 million net is $0.010 million or 1.8% below the 2014 Approved Net Budget.

The ***Internal Audit Service*** identifies and evaluates exposure to risk to help strengthen risk management and controls in program areas within City divisions, agencies and corporations, provides objective assurance and advice to help clients mitigate business risks, improve operations by promoting/assuring fiscal responsibility, accountability and compliance with various policies and legislation. It also annually reports work plan and previous year's achievements to Audit Committee.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.045 million).
- The additional 1.0 Administrative Support to provide needed full-time administrative support to Internal Audit as an Administrative Assistant has been shared with Equity, Diversity and Human Rights and this results in an increase of $0.060 million.
- In order to offset the above pressures, the 2015 reductions for Internal Audit includes increasing the gapping rate from 4% to 5% resulting in a decrease of $0.013 million.
- Salaries and benefits have been adjusted to reflect actual requirements resulting in a decrease of $0.022 million.
- A decrease of $0.105 million is due to the transferring an Administrative Assistant to Equity, Diversity and Human Rights as each service will have dedicated support.

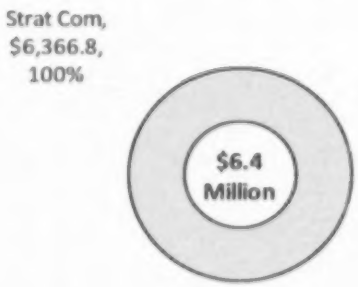
Strategic Communications



What We Do

- Provide advice, counsel and leadership to the City with respect to communications planning, media relations and issues management, digital communications, advertising and brand management.
- Ensure that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services.
- Create public awareness and understanding about City government as well as serve the internal communications needs of City employees.
- Anticipate, respond to and develop communication strategies to manage emerging issues.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

2015 Service Levels

Strategic Communications

Activity	Type	Service Levels 2011	2012	2013	2014	2015
Advertising/ Corporate Identity Management	Advertising					Provide media buying and advertising plans within specified divisional budgets 100% of the time
	Statutory Advertisements	100% of statutory advertisements placed within required time				**Refer to merged type: Statutory Advertisements & By-law Notices**
	By-Law Notices	By-law notices 15 days after has By-law passed		By-law notices placed 15 days after By-law has passed100% of the time		**Refer to merged type: Statutory Advertisements & By-law Notices**
	Statutory Advertisements & By-law Notices					**100% of statutory advertisements and By-law notices placed within required timelines.**
	Corporate Identity Program (CIP)					**Refer to CIP requests within one business day 95% of the time.**
Public Communications		Budget represents 0.0101% of the Operating and Capital Budgets of the City Program supported		Our Toronto newsletter published three times yearly and delivered to 1 million households		**Refer to 3 new types below:**
	Comminication Plans					**Develop and deliver corporate and divisional communications plans to advance Council's and divsional priorities**
	Communications Products					**Produce communications products within deadline 95% of the time**
	Website					**Update the homepage of the website on a minimum twice weekly basis**
Internal Communications	**Communication Advice**					**Respond to requests and internal communications advice within one business day 95% of the time**
	Communications Products					**Develop and deliver internal communications products by deadline 95% of the time.**
	Communications Plans					**Develop and deliver internal communications plans to support staff engagement strategies**
	Monday morning news	100% distribution of Monday Morning	Monday Morning News distributed by noon	Monday Morning News sent electronically by 9 a.m. of first business day of every week 98% of the time		
	Daily City News Summary	City News Summary distributed electronically by 7:00 AM daily 98% of the time				**Refer to new type: Communications Products**
Media Relations				Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle		**Refer to new types below:**
	Proactive media relations					**Proactively engage media to promote corporate and divisional initiatives**
	Reactive media relations					**Respond to media inquiries within 24 hours 98% of the time**
	Issues Management					**Respond to requests for issues management advice within the same day, 95% of the time**

As shown in the table above, some Types of Activities have been consolidated and renamed / new names have been created. The changes do not impact service level, but were made to more accurately reflect the types of activities included in the service.

Table 7

2015 Service Budget by Activity

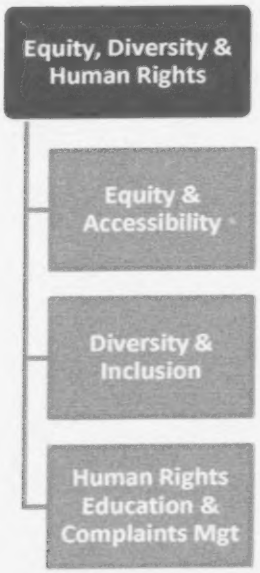
	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Strategic Communications	6,178.9	6,485.1	(118.3)	6,366.8	187.9	3.0%		6,366.8	187.9	3.0%	(166.8)	(2.6%)	(275.7)	(4.4%)
Total Gross Exp.	6,178.9	6,485.1	(118.3)	6,366.8	187.9	3.0%		6,366.8	187.9	3.0%	(166.8)	(2.6%)	(275.7)	(4.7%)
REVENUE														
Strategic Communications	1,420.6	1,577.7		1,577.7	157.1	11.1%		1,577.7	157.1	11.1%	(204.3)	(13.0%)	(230.5)	(16.8%)
Total Revenues	1,420.6	1,577.7		1,577.7	157.1	11.1%		1,577.7	157.1	11.1%	(204.3)	(13.0%)	(230.5)	(20.2%)
NET EXP.														
Strategic Communications	4,758.3	4,907.4	(118.3)	4,789.1	30.8	0.6%		4,789.1	30.8	0.6%	37.6	0.8%	(45.2)	(0.9%)
Total Net Exp.	4,758.3	4,907.4	(118.3)	4,789.1	30.8	0.6%		4,789.1	30.8	0.6%	37.6	0.8%	(45.2)	(0.9%)
Approved Positions	54.0	54.0	(1.0)	53.0	(1.0)	(1.9%)		53.0	(1.0)	(1.9%)	(2.0)	(3.8%)		

The 2015 Operating Budget for Strategic Communications of $6.367 million gross and $4.789 million net is $0.031 or 0.6% over the 2014 Approved Net Budget.

The ***Strategic Communications Service*** provides advice, counsel and leadership to the City with respect to communications planning, media relations and issues management, digital communications, advertising and brand management. The service ensures that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services. The service also creates public awareness and understanding about City government as well as serving the internal communications needs of City employees.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.107 million).
- Salaries and benefits and Interdivisional Charges have been adjusted to reflect actual requirements results in increases of $0.050 million and $0.052 million, respectively.
- In order to offset the above pressures, the 2015 reductions for Strategic Communications consists of base expenditures changes of $0.005 million as a result of a line by line review, increasing the gapping rate from 4% to 5% for a decrease of $0.060 million and service efficiency savings of $0.113 million resulting from the deletion of 1.0 vacant management position. Workload has been restructured and implemented.

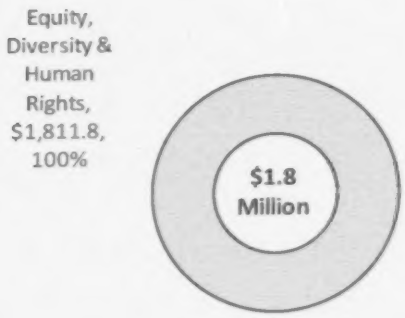
Equity, Diversity & Human Rights



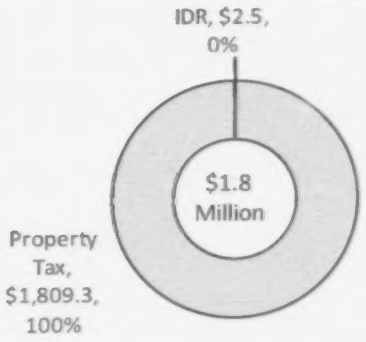
What We Do

- Provide advice/information to the City of Toronto regarding equal opportunities for all citizens, visitors, and businesses directly interacting with City services.
- Embed equity and diversity outcomes into the strategies, policies, procedures and practices of the City.
- Build an organization free from discrimination and harassment.
- Build capacity of City divisions to deliver equitable, accessible and diverse services.
- Implement strategies to:
  - reflect the public we serve at all levels of the organization;
  - respond to the needs of a diverse population; and
  - remove barriers.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels

Equity, Diversity & Human Rights

Activity	Type	Service Levels				
		2011	2012	2013	2014	2015
Equity and Accessibility	Equity Plan			To increase response rate to Count Yourself In Workforce survey to over 50%		**To increase response rate to Count Yourself in Workforce survey to over 65%**
	Accessibility Plan				Coordinate and meet 100% corporate compliance for the City on AODA	
				To respond to requests received for advice/consultation within 24hrs 90% of the time.		**Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time**
				To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic)		
				Ensure City divisions are meeting compliance timelines 95% of the time.		
Diversity & Inclusion				To respond to requests received for advice/consultation within 24hrs 90% of the time.		**Satisfactorily respond to requests for advice within 48 hours 85% of time**
				To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic).		
Human Rights Education & Complaints Management				To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure 95% of the cases escalated to HRTO are dismissed without penalties to the City		

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget $	2015 Operating Budget: Base Budget $	Service Changes $	2015 Base $	Base Budget vs. 2014 Budget $	% Change %	New/ Enhanced $	2015 Budget $	2015 Budget vs. 2014 Budget $	%	Incremental Change: 2016 Plan $	%	2017 Plan $	%
GROSS EXP.														
Equity, Diversity & Human Rights	1,704.0	1,811.8		1,811.8	107.8	6.3%		1,811.8	107.8	6.3%	39.9	2.2%		
Total Gross Exp.	1,704.0	1,811.8		1,811.8	107.8	6.3%		1,811.8	107.8	6.3%	39.9	2.2%		
REVENUE														
Equity, Diversity & Human Rights	2.5	2.5		2.5				2.5				0.0%		
Total Revenues	2.5	2.5		2.5				2.5				0.0%		
NET EXP.														
Equity, Diversity & Human Rights	1,701.5	1,809.3		1,809.3	107.8	6.3%		1,809.3	107.8	6.3%	39.9	2.2%		
Total Net Exp.	1,701.5	1,809.3		1,809.3	107.8	6.3%		1,809.3	107.8	6.3%	39.9	2.2%		
Approved Positions	14.0	15.0		15.0	1.0	7.1%		15.0	1.0	7.1%		0.0%		

The 2015 Operating Budget for Equity, Diversity & Human Rights of $1.812 million gross and $1.809 million net is $0.108 million or 6.3% over the 2014 Approved Net Budget.

The ***Equity, Diversity & Human Rights Service*** provides advice/information to the City of Toronto regarding equal opportunities for all citizens, visitors, and businesses directly interacting with City services. The Service implements strategies to:

- reflect the public we serve at all levels of the organization;
- respond to the needs of a diverse population; and
- remove barriers.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.067 million) and the transfer of 1.0 Administrative Assistant position from Internal Audit ($0.105 million).
- In order to offset the above pressures, gapping rates have been increased rate from 4% to 5% resulting in a decrease of $0.019 million.
- Salaries and benefits have been adjusted to reflect actual requirements, decreasing the budget by $0.045 million.

HR Employee & Labour Relations

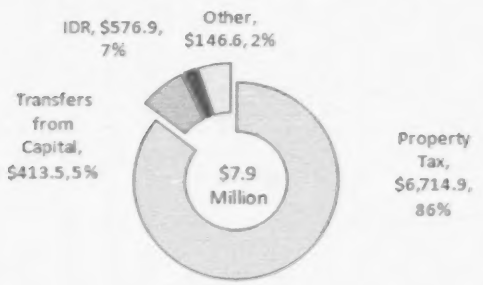
HR Employee & Labour Relations

What We Do

- Manage the labour relations environment including direct collective agreement negotiation, collective agreement administration and liaison with Unions.
- Manage labour dispute resolution (grievances/arbitrations), Ontario Labour Relations Board and Employment Standards complaints.
- Provide expert advice to management, conduct discipline investigations and management training.
- Provide expert advice to management, regarding lay-offs, contracting out, contractual notices and position deletions.

2015 Service Budget by Activity ($000s)

Service by Funding Source ($000s)



Key Service Performance Measurement

- Enhanced service effectiveness through strategic grievance management, including resumption of Step 2 grievance management for all except four divisions will result in higher resolution rates at mediation.
- Development of a new grievance/mediation/arbitration management process will reduce the number of grievances resolved at arbitration and realize cost savings.

2015 Service Levels

HR Employee & Labour Relations

Activity	Type	Service Levels 2011	2012	2013	2014	2015
	Labour Relations		To maintain at 45% or increase the percentage of grievances resolved at the earliest possible stage			** 2 LEVELS HERE** % of grievances handled by Employee & Labour Relations resolved at Step 2; Average participant satisfaction rating with Employee & Labour Relations training
	A Fair Wage Policy/Labour Trade Issue Managed		To increase the number of constructions trade grievances resolved at the earliest stage from 85-90%	To maintain or increase the number of constructions trade grievances resolved at the earliest stage between 85-90%		% of construction trade grievances resolved without going to a third party
			To respond to all complaints within 3 business days			% of Fair Wage or Labour Trade inquiry responses within 3 days
	Negotiations	Of the current 7 agreements, 2 were negotiated in 2010 resulting in one negotiated settlement and one proceeding to arbitration	To achieve negotiated settlements with all bargaining agents	To effectively implement new collective agreement provisions through expert advice, training and interpretation		N/A for 2015. Will be anticipated for 2016 when new collective agreements are negotiated.
	Emergency Plan		To have the Continuity of Operation Plan updated on an annual basis			N/A
		Planning for 2012 Labour Response started in 2011	To have a corporate labour disruption plan operational in the event of a labour disruption			N/A for 2015. (Planning for 2016 Labour Response will start in 2015)

Table 7

2015 Service Budget by Activity

	2014	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Employee & Labour Relations	8,098.7	8,007.6	(155.7)	7,851.9	(246.8)	(3.0%)		7,851.9	(246.8)	(3.0%)	1,529.3	19.5%	(1,489.2)	(15.9%)
Total Gross Exp.	8,098.7	8,007.6	(155.7)	7,851.9	(246.8)	(3.0%)		7,851.9	(246.8)	(3.0%)	1,529.3	19.5%	(1,489.2)	(18.9%)
REVENUE														
HR Employee & Labour Relations	1,174.4	1,137.0		1,137.0	(37.4)	(3.2%)		1,137.0	(37.4)	(3.2%)	1,157.7	101.8%	(901.3)	(39.3%)
Total Revenues	1,174.4	1,137.0		1,137.0	(37.4)	(3.2%)		1,137.0	(37.4)	(3.2%)	1,157.7	101.8%	(901.3)	(64.7%)
NET EXP.														
HR Employee & Labour Relations	6,924.3	6,870.6	(155.7)	6,714.9	(209.4)	(3.0%)		6,714.9	(209.4)	(3.0%)	371.6	5.5%	(587.8)	(8.3%)
Total Net Exp.	6,924.3	6,870.6	(155.7)	6,714.9	(209.4)	(3.0%)		6,714.9	(209.4)	(3.0%)	371.6	5.5%	(587.8)	(9.0%)
Approved Positions	63.8	61.3	(1.0)	60.3	(3.5)	(5.5%)		60.3	(3.5)	(5.5%)		0.0%	(0.8)	(1.3%)

The 2015 Operating Budget for HR Employee & Labour Relations of $7.852 million gross and 6.715 million net is $0.209 million or 3.0% below the 2014 Approved Net Budget.

The ***Employee & Labour Relations Service*** manages the labour relations environment, labour dispute resolution (grievances/arbitrations), Ontario Labour Relations Board and Employment Standards complaints. It also provides expert advice to management, regarding lay-offs, contracting out, contractual notices and position deletions and conducts discipline investigations and management training.

Base budget pressures are primarily attributable to:

- The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.271 million).
- Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes including succession planning, and ensure health and safety, through systems that automate processes and compile data for modelling, planning and decision making.
  - An increase of $0.118 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR and Quatro Safety,

- In order to offset the above pressures, the following reductions are approved:
  - Base expenditures changes of $0.006 million, resulting from a line by line expenditure review.
  - Service efficiency savings of $0.150 million resulting from the deletion of 1.0 vacant Manager position. Workload has been restructured and implemented within the existing staff complement.
  - Increasing the gapping rate from 4% to 5% resulting in a decrease of $0.068 million.
  - Salaries and benefits and Transfers from Capital have been adjusted to reflect actual requirements results in decreases of $0.359 million and $0.015 million, respectively
- The 2015 Budget includes an increase of $0.371 million gross and $0 net (funded from I&T's 2015 Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:
  - $0.140 million and 1.0 position for Business Intelligence, an Enterprise initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization

(44 divisions) through a single system, replacing the currently HR data housed in several independent systems.

- $0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.
- $0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.

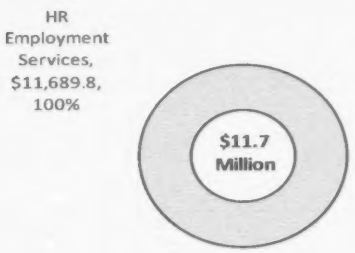
HR Employment Services

HR Employment Services

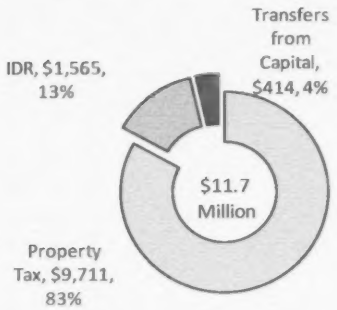
What We Do

- Attract and retain a highly skilled, high performing and diverse workforce that reflects the community.
- Administer collective agreement/policy provisions relating to redeployment, position deletions and employee exits.
- Support division/cluster service reviews, re-organizations and work process reviews through comprehensive compensation reviews, creating and/or eliminating positions.
- Complete implementation of FPARS and the automated integrated complement planning and management processes that will improve efficiency, transparency through reporting, complement planning, workforce and vacancy management.

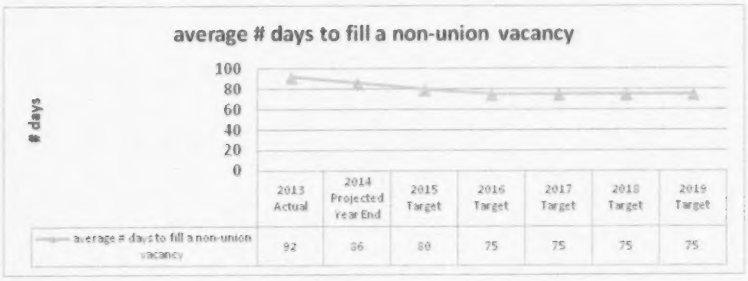
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Key Service Performance Measurement



- Improved service efficiency is shown by the reduced hiring times resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches, e.g. social media, job fairs, campus recruitment initiatives, online events, behaviour targeting, and gateway employment initiatives.

2015 Service Levels

HR Employment Services

Activity	Type	Service Levels 2011	2012	2013	2014	2015
		Overall budget for Employment Services represents 0.0912% of the Operating and Capital Budgets of the City Program supported baseline to be established	To maintain or increase the % of clients who are confident in the services of the Assessment Centre from a baseline of 95%	To maintain at 95% or increase the percentage of clients confident in the services of the HR Assessment Centre for standardized testing		% of clients satisfied with the services of the Assessment Centre
		61% of City Managers and Supervisors who responded to the HR Client Satisfaction survey were satisfied or very satisfied with the quality of advice of the Strategic Recruitment, Compensation & Employment Services Section	To maintain or increase the % of clients who are satisfied or very satisfied with the quality of Strategic Recruitment, Compensation and Employment Services Section advice from the 2011 service level of 62%.	To increase the % of clients who are satisfied or very satisfied with the quality of Strategic Recruitment, Compensation and Employment Services Section.		% of clients satisfied with the quality of service of Strategic Recruitment, Compensation and Employment Services section
	Recruitment			To establish a baseline for average time to fill non-union vacancies	To identify opportunities to reduce the established average time to fill non union vacancies	Average # of days to fill a non-union vacancy
				To establish a baseline of client satisfaction with the hiring process, service and quality of hire, with a goal of maintaining or increasing in future years.		% of clients satisfied with the hiring process (service and quality of hire)

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget $	2015 Operating Budget Base Budget $	Service Changes $	2015 Base $	Base Budget vs. 2014 Budget $	% Change %	New/ Enhanced $	2015 Budget $	2015 Budget vs. 2014 Budget $	%	Incremental Change 2016 Plan $	%	2017 Plan $	%
GROSS EXP.														
HR Employment Services	11,748.0	11,694.8	(5.0)	11,689.8	(58.2)	(0.5%)		**11,689.8**	(58.2)	(0.5%)	72.5	0.6%	80.0	0.7%
Total Gross Exp.	11,748.0	11,694.8	(5.0)	11,689.8	(58.2)	(0.5%)		**11,689.8**	(58.2)	(0.5%)	72.5	0.6%	80.0	0.7%
REVENUE														
HR Employment Services	2,040.7	1,978.7		1,978.7	(62.0)	(3.0%)		**1,978.7**	(62.0)	(3.0%)	38.8	2.0%	(94.3)	(4.7%)
Total Revenues	2,040.7	1,978.7		1,978.7	(62.0)	(3.0%)		**1,978.7**	(62.0)	(3.0%)	38.8	2.0%	(94.3)	(4.9%)
NET EXP.														
HR Employment Services	9,707.3	9,716.1	(5.0)	9,711.1	3.8	0.0%		**9,711.1**	3.8	0.0%	33.7	0.3%	174.4	1.8%
Total Net Exp.	9,707.3	9,716.1	(5.0)	9,711.1	3.8	0.0%		**9,711.1**	3.8	0.0%	33.7	0.3%	174.4	1.8%
Approved Positions	110.3	107.3		107.3	(3.0)	(2.7%)		**107.3**	(3.0)	(2.7%)		0.0%	(0.8)	(0.7%)

The 2015 Operating Budget for HR Employment Services of $11.690 million gross and $9.711 million net is $0.004 million over the 2014 Approved Net Budget.

The ***Employment Services*** attracts and retains a highly skilled, high performing and diverse workforce that reflects the community, administers collective agreement/policy provisions relating to redeployment, position deletions and employee exits and supports division/cluster service reviews, re-organizations and work process reviews through comprehensive compensation reviews, creating and/or eliminating positions. The completion of implementation of FPARS and the automated integrated complement and planning management processes that will improve efficiency, transparency through reporting, complement planning, workforce and vacancy management.

Base budget pressures are primarily attributable to:

- The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.431 million).
- Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes including succession planning, and ensure health and safety, through systems that automate processes and compile data for modelling, planning and decision making.
  - An increase of $0.118 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR and Quatro Safety,

- In order to offset the above pressures, the following reductions are approved:
  - Base expenditures changes of $0.005 million, resulting from a line by line expenditure review.
  - Increasing the gapping rate from 4% to 5% resulting in a decrease of $0.125 million.
  - Salaries and benefits and Transfers from Capital have been adjusted to reflect actual requirements results in decreases of $0.088 million and $0.328 million, respectively
- The 2015 Budget includes an increase of $0.371 million gross and $0 net (funded from I&T's 2015 Recommended Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:
  - $0.140 million and 1.0 position for HR-Business Intelligence, an enterprise-wide initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization (44 divisions) through a single system, replacing the currently HR data housed in several independent systems.
  - $0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.
  - $0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.

HR Organization & Employee Effectiveness

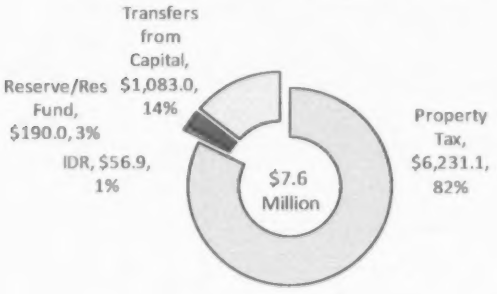
HR Organization & Employee Effectiveness

What We Do

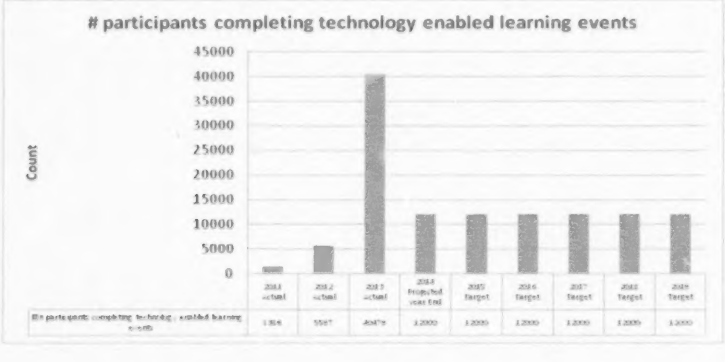
- Ensure the TPS has the skills, competencies and ethical integrity to deliver any city services.
- Enhances leadership capacity and skills.
- Increase employee engagement and reinforce a culture of learning to ensure people strategies are aligned with service and business priorities.
- Partner with City divisions related to critical workforce and strategic human resource planning to address workforce management issues.
- Provide decision-makers with analyses and employee data reports and maintain the City's organization structure in SAP.
- Manage the City's electronic recruitment system and employment website for employees and the public.
- Undertake research and develops plans to ensure the City will be ready to address the long-term impacts of workforce issues (e.g. an aging workforce) on service delivery.
- Partner for the implementation of the new Financial Planning system (FPARS).

2015 Service Budget by Activity ($000s)

Service by Funding Source ($000s)



Key Service Performance Measurement



- Improved service effectiveness by establishing the Learning Centre of Excellence, building corporate and divisional capacity through the use of technology for learning and development.
- Service effectiveness is illustrated by the number of employees who accessed technology enabled learning, with 2013 showcasing the flexibility of eLearning to manage large numbers of participant training. In 2014, 40,000 employees accessed and completed mandatory "Doing it Right" eLearning ethics training.

2015 Service Levels

HR Organization & Employee Effectiveness

Activity	Type	Service Levels 2011	2012	2013	2014	2015
		Overall Organization & Employee Effectiveness Budget represents 0.0799% of the Operating and Capital Budgets of the City Program supported in 2010, there were a total of 12,313 participants: 7695	The total number of course sessions offered in all modalities was 644. Of the 644, 4 were eLearning modules. Of the 18249 total number of participant completions, 5552 were through eLearning (5552 out of 18249 = 30%).	To maintain delivery of a high volume of courses to more than 8,000 participants, including legislated compliance training such as Occupational Health & Safety, AODA (Accessibility for Ontarians with Disabilities Act) and Human Rights training.	To maintain a quality assurance level of 4 out of 5 satisfaction rating in 95% of participants, create specific leadership development strategies and programs for each level of leadership including transitional levels, and broaden the breadth and depth of learning opportunities for both in-class and eLearning with 50% or greater of total completions to be realized through tech enabled learning events.	Average participant satisfaction rating with corporate learning programs
	TPS People Plan	2009-10 Annual report in preparation		A 2011-2012 Annual Report. An approved 2013-2015 TPS People Plan	An approved 2013-2018 Talent Blueprint	N/A
		2 Divisional People Plans completed; 4 divisional People Plans in progress	To increase the number of divisions developing People Plans by 3%	To maintain or increase the number of divisions developing People Plans		# of divisions with people "workplace" plans
	Interventions	Baseline being established in 2011	50-100 interventions per year (includes both corporate wide and divisional interventions)	To maintain or increase the number of interventions per year (includes both corporate wide and divisional interventions) from 50-100.	With the current resource level, maintain or increase the number of intervention per year to 100.	# of corporate and divisional interventions

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Organiz'l & Employee Effectiveness	7,764.4	8,167.8	(606.8)	7,561.0	(203.4)	(2.6%)		**7,561.0**	(203.4)	(2.6%)	(630.8)	(8.3%)	85.1	1.2%
Total Gross Exp.	7,764.4	8,167.8	(606.8)	7,561.0	(203.4)	(2.6%)		**7,561.0**	(203.4)	(2.6%)	(630.8)	(8.3%)	85.1	1.2%
REVENUE														
HR Organiz'l & Employee Effectiveness	1,597.0	1,329.9		1,329.9	(267.1)	(16.7%)		**1,329.9**	(267.1)	(16.7%)	(151.2)	(11.4%)	(94.4)	(8.0%)
Total Revenues	1,597.0	1,329.9		1,329.9	(267.1)	(16.7%)		**1,329.9**	(267.1)	(16.7%)	(151.2)	(11.4%)	(94.4)	(8.7%)
NET EXP.														
HR Organiz'l & Employee Effectiveness	6,167.4	6,837.9	(606.8)	6,231.1	63.7	1.0%		**6,231.1**	63.7	1.0%	(479.6)	(7.7%)	179.5	3.1%
Total Net Exp.	6,167.4	6,837.9	(606.8)	6,231.1	63.7	1.0%		**6,231.1**	63.7	1.0%	(479.6)	(7.7%)	179.5	3.0%
Approved Positions	59.8	56.8		56.8	(3.0)	(5.0%)		**56.8**	(3.0)	(5.0%)		0.0%	(0.8)	(1.3%)

The 2015 Operating Budget for HR Organization & Employee Effectiveness of $7.561 million gross and $6.231 million net is $0.064 million or 1.0% over the 2014 Approved Net Budget.

The ***Organization & Employee Effectiveness Service*** ensures the TPS has the skills, competencies and ethical integrity to deliver any city services by increasing employee engagement and reinforcing a culture of learning to ensure people strategies are aligned with service and business priorities . The

Service also manages the City's electronic recruitment system and employment website for employees and the public and undertakes research and develops plans to ensure the City will be ready to address the long-term impacts of workforce issues (e.g., an aging workforce) on service delivery. It partners for the implementation of the new Financial Planning system.

- Base budget pressures are primarily attributable to:
  - The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.236 million).
  - Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes, trains and develops staff and ensures health and safety through systems that automate processes and compile data for modelling, planning and decision making.
    - An increase of $0.117 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR, and Quatro Safety.
    - An increase of $0.605 million and 2 positions for the sustainment of e-Learning, an initiative that will modernize and continue to improve the City's learning landscape aligning to the Talent Blue Print for continuous improvement and building workforce capacity. It will streamline eLearning processes ensuring consistency in delivery across the organization. Resources are required to stabilize the solution in order to rollout Phase II, integrate Toronto Fire Services as part of the first divisional release and prepare for the rest of the Divisions to be integrated within the next 4 years. A portion of the costs pertain to software licences required to operate the solution, Learning Management System (LMS), referred to as ELI.
- In order to offset the above pressures, the following reductions are approved:
  - Increasing the gapping rate from 4% to 5% resulting in a decrease of $0.073 million.
  - Reductions of $0.032 million resulting from a line by line expenditure review.
  - Salaries and benefits have been adjusted to reflect actual requirements results in decreases of $0.215 million.
  - A reduction in training expenditures as a result of efficiencies generated by e-Learning. The Learning Management System, ELI will reduce the amount of in class training and travel to off-site locations by introducing more on-line training and streamlining training requirements of the Divisions. Savings for all City Divisions have been captured in the City Manager's Office, but will be transferred to the respective Divisions in 2015 through the 2015 Quarterly Variance Report.
- The 2015 Budget includes an increase of $0.371 million gross and $0 net (funded from I&T's 2015 Recommended Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:
  - $0.140 million and 1.0 position for Business Intelligence, an Enterprise initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization (44 divisions) through a single system, replacing the currently HR data housed in several independent systems.
  - $0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.

- $0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.

- The 2015 Budget includes an increase of $0.190 million gross and $0 net (funded from Non-Program) for an Employee Engagement Survey. The survey will assess employee engagement and satisfaction in order to determine strategies to improve both as well as productivity.

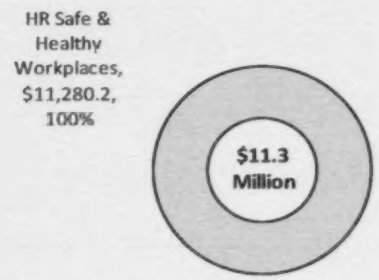
HR Safe & Healthy Workplaces

HR Safe & Healthy Workplaces

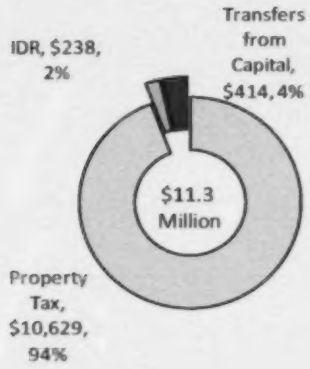
What We Do

- Ensure the organization is in compliance with the Occupational Health & Safety Act and Workplace Safety and Insurance Board legislation.
- Foster a safe and healthy workplace with high employee satisfaction, improved delivery of programs and services, which minimizes the personal and financial cost of injury to the employee, the organization and the community.
- Respond to Ministry of Labour orders.
- Responsible for Occupational Health, Disability Management/Duty of Accommodation and Employee Assistance program.
- Reduce the number of workplace accidents, Musculoskeletal Disorders, overall safety incidents and Ministry of Labour orders and reduce the severity of workplace injuries through disability management and the return-to-work program.
- Enhance the general health of employees and at work through development of a Mental Health Strategy.

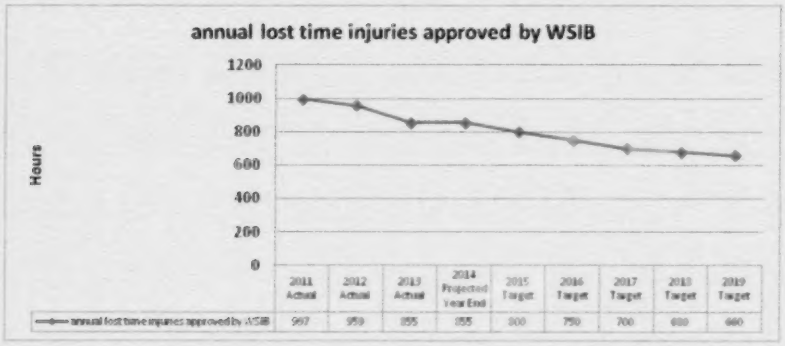
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Key Service Performance Measurement



- Service efficiency is illustrated by the reduced number of workplace injuries since 2011. HR capitalized on the City's culture change to continue the trend to reduce the number of workplace injuries by 6% annually, through the Safety Culture Continuous Improvement initiative – Target Zero.

2015 Service Levels

HR Safe & Healthy Workplaces

Activity	Type	Service Levels 2011	2012	2013	2014	2015
		Overall Safe & Healthy Workplaces budget represents 0.1012% of the Operating and Capital Budgets of the City Program supported 25 % decrease of lost time injuries from 20	To decrease WSIB injury costs by 6% in 2014.			% change in the number of workplace injuries
	Ministry of Labour Orders	MOL orders reduced from 75 in 2007 to 40 in 2010	To reduce or eliminate Ministry of Labour orders. Ensure all investigation processes stipulated under the H&S Act are adhered to	To reduce or eliminate Ministry of Labour orders. Ensure adherence to all investigation processes stipulated under the OH&S Act		% change in the number of Ministry of Labour orders
	Workplace Safety & Insurance Board	WSIB costs in 2010 were $2.54 million less than in 2009		To decrease WSIB costs by 6%.		% decrease in WSIB costs
	Safety	19 Divisions audited in 2010 100s of workplace inspections assisted		Maintain or increase % of audit recommendations implemented at 80% in 2013.	Ensure implementation of all Phase 2 audit recommendations	N/A
		55,000 training hours in 2010	To provide necessary training	55,000+ training hours		Annual number of Health & Safety training hours

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Safe & Healthy Workplaces	11,456.4	11,302.6	(22.4)	11,280.2	(176.2)	(1.5%)		11,280.2	(176.2)	(1.5%)	(50.2)	(0.4%)	85.1	0.8%
Total Gross Exp.	11,456.4	11,302.6	(22.4)	11,280.2	(176.2)	(1.5%)		11,280.2	(176.2)	(1.5%)	(50.2)	(0.4%)	85.1	0.8%
REVENUE														
HR Safe & Healthy Workplaces	1,108.3	651.2		651.2	(457.1)	(41.2%)		651.2	(457.1)	(41.2%)	(199.2)	(30.6%)	(94.3)	(20.9%)
Total Revenues	1,108.3	651.2		651.2	(457.1)	(41.2%)		651.2	(457.1)	(41.2%)	(199.2)	(30.6%)	(94.3)	(26.4%)
NET EXP.														
HR Safe & Healthy Workplaces	10,348.1	10,651.4	(22.4)	10,629.0	280.9	2.7%		10,629.0	280.9	2.7%	148.9	1.4%	179.5	1.7%
Total Net Exp.	10,348.1	10,651.4	(22.4)	10,629.0	280.9	2.7%		10,629.0	280.9	2.7%	148.9	1.4%	179.5	1.6%
Approved Positions	97.8	56.8		56.8	(41.0)	(41.9%)		56.8	(41.0)	(41.9%)		0.0%	(0.8)	(1.3%)

The 2015 Operating Budget for HR Safe & Healthy Workplaces of $11.280 million gross and $10.629 million net is $0.281 million or 2.7% over the 2014 Approved Net Budget.

The ***Safe & Healthy Workplaces Service*** ensures the organization is in compliance with the Occupational Health & Safety Act and Workplace Safety and Insurance Board legislation. The service fosters a safe and healthy workplace with high employee satisfaction and, improved delivery of programs and services, which minimizes the personal and financial cost of injury to the employee, the organization and the community. The Service is responsible for Occupational Health, Disability Management/Duty of Accommodation and Employee Assistance program.

- Base budget pressures are primarily attributable to:
  - The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services ($0.415 million).
  - Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes including succession planning , and ensure health and safety, through systems that automate processes and compile data for modelling, planning and decision making.
    - An increase of $0.118 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR and Quatro Safety,
- In order to offset the above pressures, the following reductions are approved:
  - Base expenditures changes of $0.022 million, resulting from a line by line expenditure review.
  - Increasing the gapping rate from 4% to 5% resulting in a decrease of $0.102 million.
  - Salaries and benefits have been adjusted to reflect actual requirements resulting in a decrease of $0.127 million.
- The 2015 Budget includes an increase of $0.371 million gross and $0 net (funded from I&T's 2015 Recommended Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:
  - $0.140 million and 1.0 position for Business Intelligence, an Enterprise initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization (44 divisions) through a single system, replacing the currently HR data housed in several independent systems.

- $0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.
- $0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.

Operating & Capital Budget Summaries for City Programs and Agencies:

Agencies

Arena Boards of Management

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $8.400 million as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	8,167.6	8,400.4	232.8	2.9%
Gross Revenues	8,263.4	8,407.2	143.8	1.7%
Net Expenditures	**(95.8)**	**(6.8)**	**(89.0)**	**92.9%**

In 2015, the Arena Boards will increase its expenditures by $0.233 million, driven by labour cost increases, inflationary adjustments, and non-labour expenditure adjustments. The Program will increase its revenue by $0.144 million driven by increased user fee revenues and sundry revenues. As a result, the Arena Boards Program will have a budgeted net surplus at $0.007 million in 2015.

2015 Operating Budget Overview

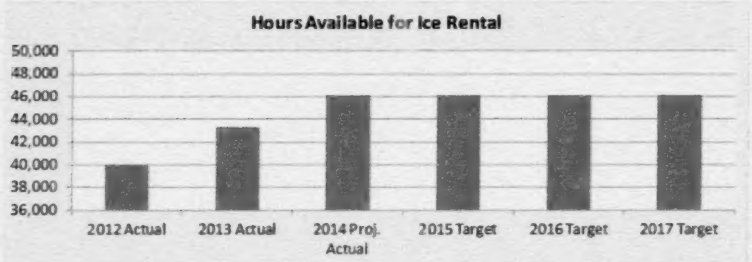
The Arena Boards of Management are 8 Board-managed arenas that offer ice contracts, programming, and pleasure skating to the community. Some arenas also offer dry floor rentals in the summer. These services are complemented with snack bars, pro-shops, and meeting room rentals at some locations.

Fast Facts

- 11 ice rinks, including 9 large rinks and 2 small rinks.
- 5 of 8 Arena Boards will offer year-round ice rentals
- 5 of 8 Arena Boards offer meeting room rentals to the general public.
- All 8 arenas offer proshop and snack bar services.
- In 2014, all arenas operated at full-capacity, delivering

Trends:

Hours Available for Ice Rental



- Steady number of available ice hours for the next 3 years for all arenas. George Bell and Leaside Garden Arenas now operational with summer ice and second ice pad respectively thus adding additional hours since 2014.
- Declining growth in sundry revenue (proshop and snack shop) across all Arenas due to strong commercial competition

2014 Key Service Accomplishments

- All eight arenas operated at full capacity, delivering a combined total of 24,022 hours of prime-time ice bookings or 93.9% usage rate and 20,531 hours of non-prime time ice bookings or 64.3% usage rate. Prime ice usage rate has risen by 2.8%, and non-prime ice usage rate has risen by 4.3% in 2014.
- All eight arenas' 2013/2014 and 2014/2015 Fall/Winter Ice Season prime time ice allocations were in compliance with the City's Ice Allocation Policy.

Our Service Deliverables for 2015

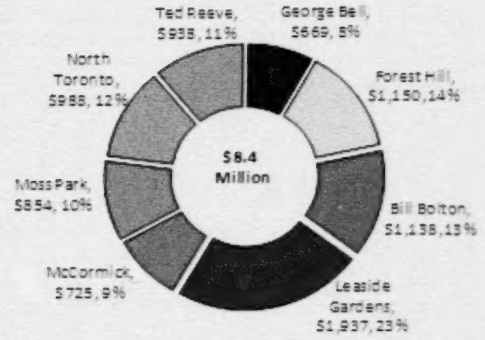
The Arena Boards of Management are responsible for providing ice time, in-house programming, and accessory services to individual users, community groups, and private groups.

The 2015 Operating Budget will fund:

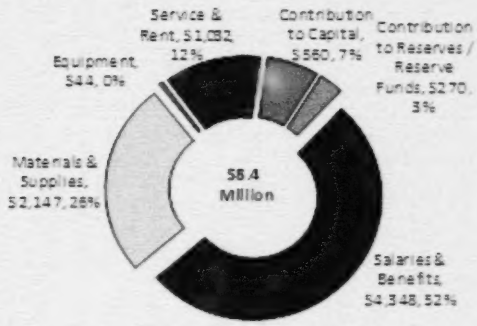
- A total of 46,121 hours of available ice time, comprising of 25,590 hours of prime time ice and 20,531 hours of daytime ice, to the community across the eight Arenas.
- Ongoing delivery of in-house programs such as house leagues, hockey schools, summer camps, and learn-to-skate programs.
- Provision of accessory services such as snack bar, vending machines, pro shop, skate sharpening, and meeting/banquet hall facility rentals.
- Full capacity operation of prime time ice for all Arena Boards.

Where the money goes:

2015 Budget by Service
$8.4 Million

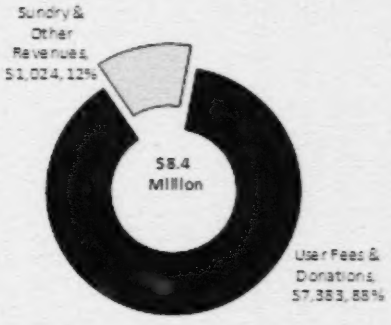


2015 Budget by Expenditure Category


Service & Rent, $1,082, 13%
Contribution to Capital, $560, 7%
Contribution to Reserves / Reserve Funds, $270, 3%
Equipment, $44, 0%
Materials & Supplies, $2,147, 26%
$8.4 Million
Salaries & Benefits, $4,348, 52%

Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Revenue Decline at Leaside Gardens Arena**
  - ✓ In 2014, the Arena faced challenges overcoming disruptions caused by on-site constructions on its sundry revenues and banquet hall usage, and committing to its first full year of debt repayment obligations.
  - ✓ The 2015 Operating Budget includes increased advertising and promotion expenses in order to support recovery of its revenues.
- **George Bell Arena Summer Ice Service**
  - ✓ The Arena will actively promote the availability of its new summer ice service which first opened in 2014. Summer ice costs/revenues will be separately tracked.

2015 Operating Budget Highlights

- The 2015 Operating Budget of $8.400 gross and ($0.007) million net will provide funding to:
  - ✓ Program specific expenditures such as purchases for snack bar and proshop, and zamboni contributions.
  - ✓ Administration and operation expenditures including permanent staffing costs, utilities, accounting fees, and office expenses.
  - ✓ Repairs and maintenance expenditures including ice refrigeration and resurfacer costs, and facility repairs.

Program Map

Arena Boards of Management

The Arena Boards of Management provide safe, full and equitable access to high quality indoor ice sport recreational facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

Community Ice and Facility Booking

Purpose Statement:

- To provide various recreational ice programs that allocate the use of the arena's available ice time, prime time ice and day time ice, in a fair and equitable mannner among eligible community groups and organizations, with particular consideration given to addressing the needs of the local community.

Service Customer

Ice Programming & Booking

- Individual Ice User
  - Public / Separate / Private School
  - Community Hockey Associations
  - Community Figure Skating
  - Corporations
  - Charitable Organizations
  - Private Rental
- Group Users - Leagues / Associations

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
	Approved	Actual	2015	2015	2015	2015 vs. 2014					
(In $000s)	$	$	$	$	$	$	%	$	%	$	%
Gross Expenditures											
George Bell Arena	699.6	669.0	669.2		669.2	(30.4)	(4.4%)	19.9	3.0%	20.7	3.0%
William H. Bolton Arena	1,090.2	1,090.1	1,138.5		1,138.5	48.3	4.4%	(15.0)	(1.3%)		
Larry Grossman Forest Hill Memorial Arena	1,113.8	1,132.5	1,150.4		1,150.4	36.6	3.3%	42.8	3.7%	33.2	2.8%
Leaside Memorial Community Gardens	1,900.6	1,835.0	1,936.9		1,936.9	36.3	1.9%				
McCormick Playground Arena	695.7	713.3	725.2		725.2	29.4	4.2%				
Moss Park Arena	820.5	786.4	854.3		854.3	33.8	4.1%	20.8	2.4%	14.2	1.6%
North Toronto Memorial Arena	953.9	909.1	988.4		988.4	34.5	3.6%	32.6	3.3%		
Ted Reeve Arena	893.3	925.5	937.6		937.6	44.3	5.0%	15.3	1.6%	9.6	1.0%
Total Gross Expenditures	8,167.6	8,005.5	8,400.4		8,400.4	(74.7)	(0.9%)	4.6	0.1%	11.1	0.1%
Revenue											
George Bell Arena	699.6	669.4	669.2		669.2	(30.5)	(4.4%)	19.9	3.0%	20.7	3.0%
William H. Bolton Arena	1,105.2	1,010.6	1,139.3		1,139.3	34.1	3.1%	(12.5)	(1.1%)	2.4	0.2%
Larry Grossman Forest Hill Memorial Arena	1,115.2	1,134.9	1,151.6		1,151.6	36.4	3.3%	42.9	3.7%	33.5	2.8%
Leaside Memorial Community Gardens	1,978.8	1,755.5	1,940.4		1,940.4	(38.4)	(1.9%)				
McCormick Playground Arena	695.9	706.2	725.4		725.4	29.4	4.2%				
Moss Park Arena	820.6	787.2	854.4		854.4	33.8	4.1%	20.8	2.4%		
North Toronto Memorial Arena	954.5	909.2	989.3		989.3	34.8	3.6%	32.6	3.3%		
Ted Reeve Arena	893.5	926.0	937.6		937.6	44.1	4.9%	23.5	2.5%	22.0	2.3%
Total Revenue	8,263.4	7,899.0	8,407.2		8,407.2	(74.6)	(0.9%)	(3.6)	(0.0%)	(1.3)	(0.0%)
Net Expenditures											
George Bell Arena	(0.0)	(0.4)	0.0		0.0	0.0	(100.1%)	(0.0)			
William H. Bolton Arena	(15.0)	79.5	(0.8)		(0.8)	14.2	(94.4%)	(2.5)	294.6%	(2.4)	73.6%
Larry Grossman Forest Hill Memorial Arena	(1.4)	(2.5)	(1.2)		(1.2)	0.2	(15.1%)	(0.1)	10.9%	(0.3)	20.6%
Leaside Memorial Community Gardens	(78.3)	79.5	(3.5)		(3.5)	74.8	(95.5%)				
McCormick Playground Arena	(0.2)	7.1	(0.2)		(0.2)	0.0	(0.0%)				
Moss Park Arena	(0.1)	(0.8)	(0.1)		(0.1)	(0.0)	26.0%	0.0	(5.2%)	14.2	100.7%
North Toronto Memorial Arena	(0.6)	(0.1)	(0.9)		(0.9)	(0.3)	47.5%	0.1	(6.4%)		
Ted Reeve Arena	(0.2)	(0.5)	(0.0)		(0.0)	0.2	(86.7%)	(8.2)		(12.4)	99.7%
Total Net Expenditures	(95.8)	106.4	(6.8)		(6.8)	89.1	(92.9%)	8.2	(121.0%)	12.4	220.2%
Approved Positions	67.4	67.4	66.6		66.6	(0.8)	(1.2%)				

The Arena Boards of Management 2015 Total Operating Budget is $8.400 million gross and ($0.007) million net. The Net Budget decreased by $0.089 million or 92.9% due to the following:

- Leaside Gardens Arena is facing challenges around the aftermath of construction which negatively affected the banquet hall rentals and sundry revenue at the Arena. The total revenue is expected to decline by $0.038 million while total expenditures are expected to increase by $0.036 million in 2015.
- Bill Bolton Arena is planning for a one-time expense to engage a consultant in 2015 to perform a general facility review to identify any major issues with the Arena's operation. A total of $0.015 million is allocated for consultant fees.
- Leaside Gardens and McCormick Arenas are maintaining their budget the same as the 2015 level in the 2016 and 2017 Plan years.

Table 3

2016 and 2017 Plan by Program

	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense		Net Expense	%	#	Gross Expense		Net Expense	%	#
Economic Factors	35.3		35.3	2.0%		26.8		26.8	0.9%	
Non-Union Progression Pay, COLA and Fringe Benefits	73.1		73.1	1.7%		59.8		59.8	1.4%	
Other Expenditure Adjustments	8.0		8.0			(9.0)		(9.0)		
User Fee Revenues		105.7	(105.7)	1.4%			72.5	(72.5)	1.0%	
Sundry Revenues		21.5	(21.5)	2.1%			6.0	(6.0)	0.6%	
Sub-Total	116.4	127.1	(10.7)			77.6	78.5	(0.8)		
Total Incremental Impact	116.4	127.1	(10.7)			77.6	78.5	(0.8)		

Approval of the 2015 Base Budget for the Arena Boards of Management will result in a 2016 incremental net surplus of $0.011 million and a 2017 incremental net surplus of $0.001 million to maintain the 2014 service levels and $8.168 million respectively.

Anticipated Impacts

- Inflationary cost increases to utilities, snack bar supplies and telephone expenses are projected to be $0.035 million in 2016 and $0.027 million in 2017.
- Every year, each Arena Board will review the performance of its non-unionized staff and budget for salary increases for cost-of-living adjustments and progression pay at no more than the City's increases for management/non-union staff. The non-union salary increases for the Arena Boards are estimated to be $0.073 million in 2016 and $0.060 million in 2017.
- User fee increases of $0.106 million and $0.073 million are planned for 2016 and 2017 respectively based on an approximate average 3.7% increase for all 8 arenas. These reflect the newly adjusted market-based user fee rates which were recommended for 2015.
- Sundry revenue is expected to increase by $0.022 million in 2016, and $0.006 in 2017 mostly driven by higher planned activity levels with snack bar and proshop sales at most of the Arenas.

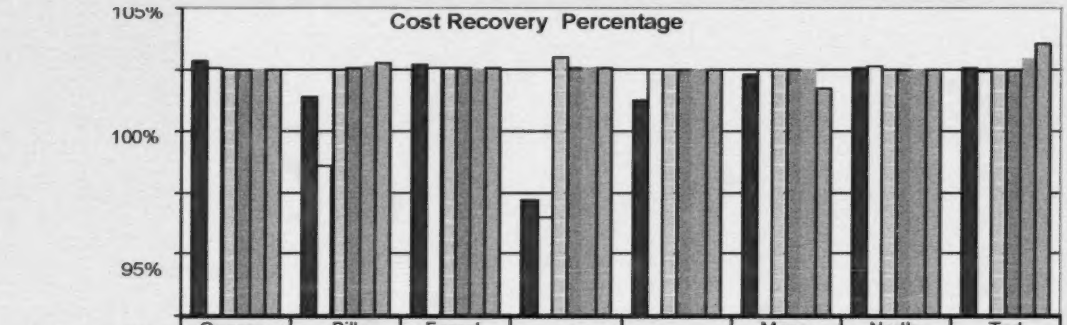
2015 Service Levels
Arena Boards of Management

		Service Level
		2015
Ice Booking	Prime Time	100% Utilization
	Non Prime time	60% Utilization (on average)
Facility Rental	Banquet hall / Meeting / Board Rooms	76% Utilization / Occupancy
	Arena Floor	100% On Demand
	Indoor Swimming Pool	100% Utilization / Occupancy
Concession / Vending	Snack Bar	66% staffed and open - 100% on demand
	Pro Shop	100% on demand
Directly Run (Programmed)	Recreational Skate / Shinny	100% of programmes are evaluated to respond to Community needs
	Camps	100% of programmes are evaluated to respond to Community needs
	Hockey Schools	100% of programmes are evaluated to respond to Community needs
	Summer / Winter Hockey Leagues	100% of programmes are evaluated to respond to Community needs
	Learn to Skate	100% of programmes are evaluated to respond to Community needs
Indirectly 3rd party Coordinated(Booking)		To maintain annual contracts for 3rd party groups

The 2015 Service Levels are unchanged from the approved 2014 Service Levels.

Service Performance

Cost Recovery Percentage

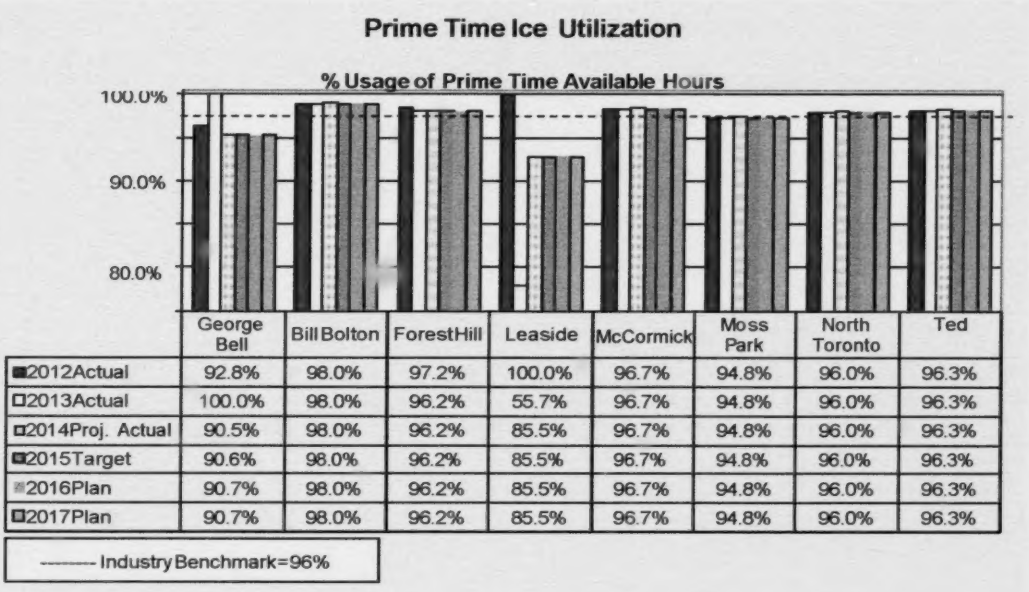


	George Bell	Bill Bolton	Forest Hill	Leaside	McCormick	Moss Park	North Toronto	Ted
2012Actual	100.7%	97.7%	100.4%	89.4%	97.4%	99.6%	100.1%	100.1%
2013Actual	100.2%	92.2%	100.1%	87.9%	100.0%	100.0%	100.3%	99.9%
2014Proj. Actual	100.0%	100.0%	100.1%	101.0%	100.0%	100.0%	100.0%	100.0%
2015Target	100.0%	100.1%	100.1%	100.2%	100.0%	100.0%	100.0%	100.0%
2016Plan	100.0%	100.3%	100.1%	100.2%	100.0%	100.0%	100.0%	100.9%
2017Plan	100.0%	100.5%	100.1%	100.2%	100.0%	98.4%	100.0%	102.1%

- A key mandate of the Arena Boards is to manage and operate the arenas (a City-owned asset) effectively and efficiently at no cost to the City. The goal is to generate sufficient revenue to fund operations.
- The effectiveness measure "Cost Recovery Percentage" is derived from the total revenue of an arena divided by its total expenditure, and indicates how each arena is performing and whether it is meeting its mandate. Arenas that break even or generate net surpluses require no operating budget support; net operating surpluses become part of the City's general revenues. Arenas that incur net operating deficits require funding from the City.
- Fluctuations can be caused by unanticipated demand changes for ice rentals or in-house programs, revenues from accessory operations (changes in snack bar/vending and pro shop sales and facility space rental revenue), advertising, one-time revenues, and the quantity and dollar value of repairs and maintenance projects.
- Bill Bolton Arena did not achieve cost recovery in 2012-2013 due to a backlog of maintenance and repair needs. Bill Bolton Arena expects its cost recovery rate to stabilize at 100% and above in years 2014 to 2017.

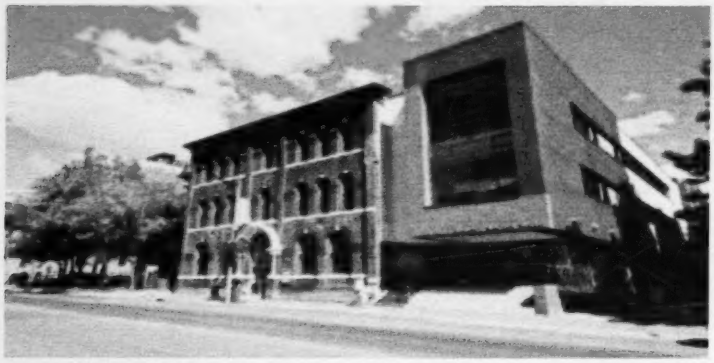
Service Performance

Utilization Measure - % Usage of Prime Time Available Hours



	George Bell	Bill Bolton	Forest Hill	Leaside	McCormick	Moss Park	North Toronto	Ted
2012 Actual	92.8%	98.0%	97.2%	100.0%	96.7%	94.8%	96.0%	96.3%
2013 Actual	100.0%	98.0%	96.2%	55.7%	96.7%	94.8%	96.0%	96.3%
2014 Proj. Actual	90.5%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
2015 Target	90.6%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
2016 Plan	90.7%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
2017 Plan	90.7%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%

- Prime Time Ice Utilization reflects the percentage of available prime time hours that is booked and used. The industry benchmark for prime time ice utilization is 96% booked for a standard ice season.
- This measure varies from year to year based on market demand. Six arenas expect to surpass the industry benchmark of 96% for prime time ice utilization in 2015.
- In 2013, Leaside Gardens Arena experienced a lower utilization rate as a result of construction of the second ice pad. Leaside Gardens Arena anticipates prime ice time utilization rate to recover in 2015 and after. However, the rates will perform below the industry benchmark as the Arena lost ice booking and banquet hall rental revenues due to construction and must rebuilt its usage levels.
- In 2014, five of eight arenas will offer year-round ice operations (George Bell, William H. Bolton, Forest Hill, McCormick, and Moss Park). Their prime time ice utilizations reflect the total of the standard Fall/Winter Ice Season plus the Spring and Summer ice seasons' prime time hours sold versus availability.
- In 2014 and thereafter, George Bell Arena's prime time ice utilization rate will decline as a result of new summer ice being filled at lower levels. George Bell Arena reported that summer ice is generally more difficult to fill than winter ice.



Association of Community Centres
2015 OPERATING BUDGET OVERVIEW

The total cost to deliver this Program to Toronto residents in 2015 is $7.872 million gross and $7.474 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Rec'd Budget	Change $	Change %
Gross Expenditures	7,600.1	7,871.9	271.8	3.6%
Gross Revenues	430.2	398.2	(32.0)	(7.4%)
Net Expenditures	**7,169.9**	**7,473.7**	**303.8**	**4.2%**

For 2015, the Association of Community Centres was facing a net pressure of $0.311 million net due mainly to inflationary increases in salaries, benefits and non-payroll expenses as well as lower rental revenue arising from the closure of the Swansea Nursery School facility at Swansea Town Hall. Through a reduction in materials & supplies, services & rents, the AOCCs were able to partially offset these pressures.

As a result, the Association of Community Centres' 2015 Operating Budget increased by $0.304 million or 4.2% over the 2014 Approved Budget to maintain

Trends:

- AOCCs continue to leverage third party funding to supplement funds received from the City.
- AOCCs continue to build community capacity, promote civic engagement and encourage community participation by providing programming and support through services and special events.

2015 Operating Budget Overview

The Association of Community Centres (AOCCs) is comprised of 10 volunteer board-run multi-purpose facilities providing a broad range of community, recreation and social service programs to residents in the local community.

Fast Facts

- Comprised of 10 volunteer board-run multi purposed facilities.
- Provide a broad range of community, recreation and social service programs to residents in the local community.
- A hybrid between a City Agency and an independent, not-for-profit, community based organization.
- The City provides funding for the Core administration activities while the program component is funded from fees, donations and grants.

Our Service Deliverables for 2015

The 2015 Operating Budget of $7.872 million gross and $7.474 million net provides AOCCs with administrative funding necessary to support the delivery of programs and services, respond to community requests and local needs, and improve quality of life. In addition, it also supports delivering services to vulnerable areas and at-risk youth.

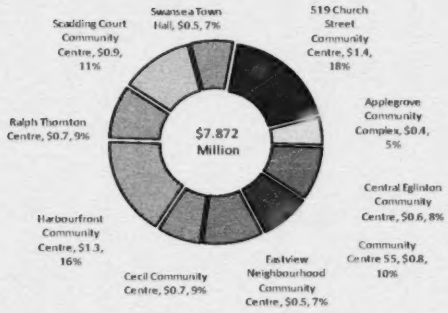
The 2015 Operating Budget will fund a variety of initiatives planned by individual centres, some are listed below:

- Leverage alternative funding to provide programs, services and community activities not funded through core City funding at the 519 Church Street Community Centre.
- Provide programming from pre-natal to older adults at Applegrove Community Complex through approximately 40,000 service encounters with the support of over 300 volunteers contributing to approximately 5,000 hours.
- Provide valuable support to the community at Community Centre 55 including 300 children in daycare and weekly summer camps, 56 summer jobs,
- 30 events and programs and food and toys for 1000 families at Christmas.
- Increase engagement at Central Eglinton Community Centre with community leaders and businesses to expand fundraising potential.
- Provide programming and support to 26,700 individuals through 76,695 service encounters and leverage the assistance of 440 volunteers, contributing 19,755 hours of their time at Cecil Community Centre.
- Provide community programming and support to over 11,000 individuals through 268,000 service encounters, leveraging the assistance of over 300 volunteers contributing over 23,500 volunteer hours at Eastview Neighbourhood Community Centre.
- Respond to influx of population resulting in new service demands at Harbourfront Community Centre which is estimated to increase by 5%.
- Increase the usage of Swansea Town Hall by 10% to replace loss of revenue resulting from the closure of the Swansea Nursery School facility in 2014.
- Generate over $8.8 million of Community Centre Funding from fundraising/donations, productive enterprises and grants.

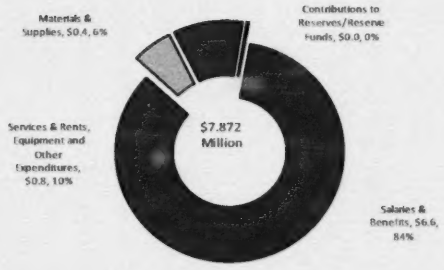
Where the money goes:

Where the money goes:

2015 Budget by Service
$7.872 Million

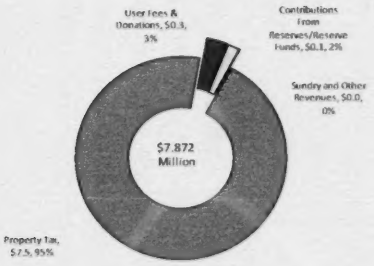

Swansea Town Hall, $0.5, 7%
519 Church Street Community Centre, $1.4, 18%
Scadding Court Community Centre, $0.9, 11%
Applegrove Community Complex, $0.4, 5%
Ralph Thornton Centre, $0.7, 9%
$7.872 Million
Central Eglinton Community Centre, $0.6, 8%
Harbourfront Community Centre, $1.3, 16%
Community Centre 55, $0.8, 10%
Cecil Community Centre, $0.7, 9%
Eastview Neighbourhood Community Centre, $0.5, 7%

2015 Budget by Expenditure Category


Materials & Supplies, $0.4, 6%
Contributions to Reserves/Reserve Funds, $0.0, 0%
Services & Rents, Equipment and Other Expenditures, $0.8, 10%
$7.872 Million
Salaries & Benefits, $6.6, 84%

Where the money comes from:

2015 Budget by Funding Source


User Fees & Donations, $0.3, 3%
Contributions From Reserves/Reserve Funds, $0.1, 2%
Sundry and Other Revenues, $0.0, 0%
$7.872 Million
Property Tax, $7.5, 95%

Our Key Challenges & Priority Actions

- **Maintaining adequate, stable core City Funding** to ensure that centres remain open, and responsive to communities served.
  - ✓ The 2015 Operating Budget provides adequate funding for inflationary cost increases to maintain service levels.
- **Meeting diverse community needs** Continuing to meet the needs of more disadvantaged residents while responding to requests of new residents as gentrification and rising real estate prices change community composition.
  - ✓ The Centres will continue to leverage third party funding to fund new initiatives to respond to new and growing needs.
  - ✓ Maintain the current level of programming and activities through fundraising, staff training and networking with other organizations.

2015 Operating Budget Highlights

- The 2015 Operating Budget for the Association of Community Centres of $7.474 million net is $0.304 million or 4.2 % over the 2014 Approved Operating Budget
- The base budget pressures arising from inflationary costs increases in salary and non-salary expenses as well as lower rental revenue arising from the closure of the Swansea Nursery School facility at Swansea Town Hall were partially offset by reductions identified in line-by-line reviews.
- There are no additional reductions as these will severely impact services and service levels.

Program Map

Association of Community Centres

Association of Community Centres (AOCCs), which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs

Community Centre Strategic Partnership & Resource Development

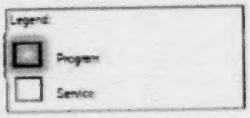
Purpose
To build community capacity by establishing / leveraging partnerships with corporations, local businesses, grant providers, community groups and Community Centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high quality programming and community activites in the Centres.

Social, Economic, Neighbourhood Development

Purpose
To promote civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events, and membership services in the Centres.

Public Space - Community Access

Purpose
To provide affordable accessible community Public Space where people can find or learn about community resources and meet, gather, and participate in community and neighbourhood activities / services that are important to them.



Activity

Service Customer

Community Centre Strategic Partnership & Resource Development
- Local Residents
- Community Centre Members / Potential Members
- Local BIAs

Social, Economic, Neighbourhood Development
- Local Residents

Community Centre Members / Potential Members
Local BIAs

Public Space - Community Access
- Local Community Groups

Faith Based Organizations
Not for Profits Agencies
Non Government Agencies
Community Residents
Visitors
Families and/or caregivers in local community
Infant to Preschool age children in local community
School age Children in local community
Youth in local community
Adult in local community
Older Adults / Seniors in local community
Community Associations / Chapters

Association of Community Centres

Association of Community Centres
Community Centre Strategic Partnership & Resource Development
Social, Economic Neighbourhood Development
Public Space - Community Access

What We Do

The Association of Community Centres (AOCCs), which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities. The AOCCs are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs.

- Build community capacity by establishing/leveraging partnerships with corporations, local businesses, grant providers, community groups and Community Centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high quality programming and community activities in the Centres
- Provide civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events, and membership services in the Centres.
- Provide affordable accessible community public space where people can find or learn about community resources and meet, gather, and participate in community and neighbourhood activities/services that are important to them.

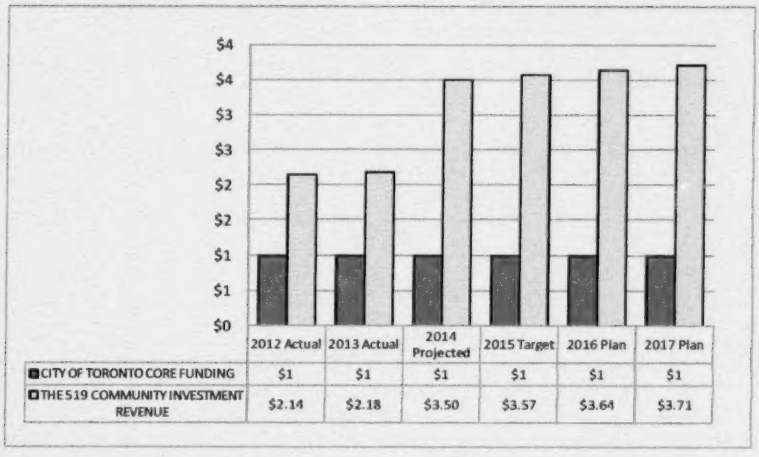
2015 Service Levels
Association of Community Centres

Activity	Type	Service Level 2015
Community Centre Strategic Partnership & Resource Development	Volunteer Development	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers
	Program Funds (Fundraising / Productive Enterprises/Grants)	To generate over $8.8 M of Community Centre funding from Fundraising/Donations, Productive Enterprises & Grants.
	Partnerships	To garner approximately $1.4M worth of inkind programs, services and product from partnerships.
Social, Economic, Neighbourhood Development	Membership Management	To increase active membership by 5% to a total of 20,600 active members across 10 centres.
	Programming	To support over 1.5M programming encounters/visits by over 150,510 people.
	Community Supports	To provide individual personal supports including food, training, counselling, clothes and other services for over 106,000 encounters
	Community Special Events	To provide approximately 4,502 Community Special Events to over 235,000 participants
Public Space - Community Access	Welcome Services and General Information	To provide 389,782 information and referrals for community programs, city services, and neighbourhood initiatives
	Program and Community Space	To provide over 43,134 total hours of operation supporting 1.5M visits.
	Community Meetings/Space Use	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

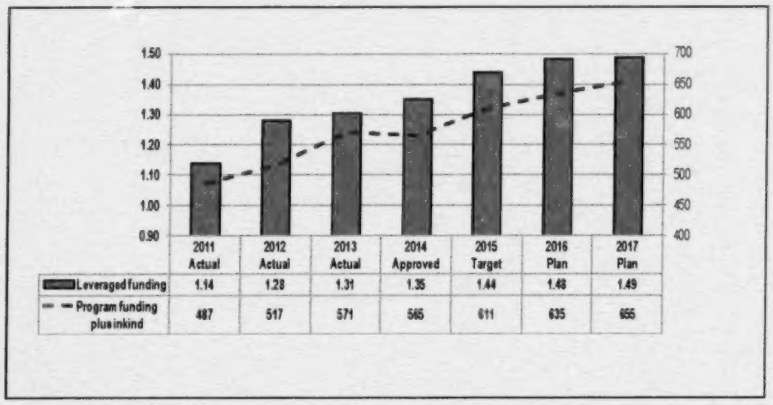
Service Performance

Effectiveness Measure – Leveraging of City Funding – 519 Church Street Community Centre



- The 519 Church Street Community Centre leveraged alternative funding in 2014 of $3.50 million up from $2.18 million in 2013 to provide programs, services and community activities not funded through core City funding.
- The Centre is projecting to leverage alternative funding of $3.57 million in 2015, $3.64 million in 2016 and $3.71 million in 2017.

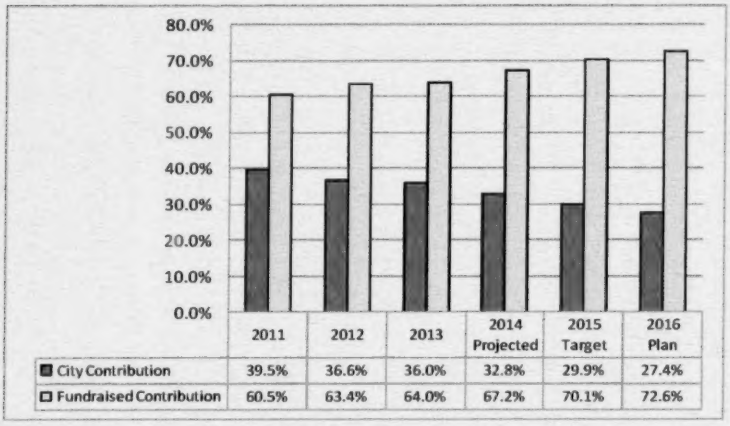
Effectiveness Measure – Leveraging of City Funding – Applegrove Community Complex



	2011 Actual	2012 Actual	2013 Actual	2014 Approved	2015 Target	2016 Plan	2017 Plan
Leveraged funding	1.14	1.28	1.31	1.35	1.44	1.48	1.49
Program funding plus inkind	487	517	571	565	611	635	655

- Applegrove Community Complex increased its ratio of program funding per dollar of core administration funding received from the City to $1.35 in 2014 from $1.31 in 2013, which is expected to rise to $1.44 in 2015, $1.48 in 2016 and $1.49 in 2017.

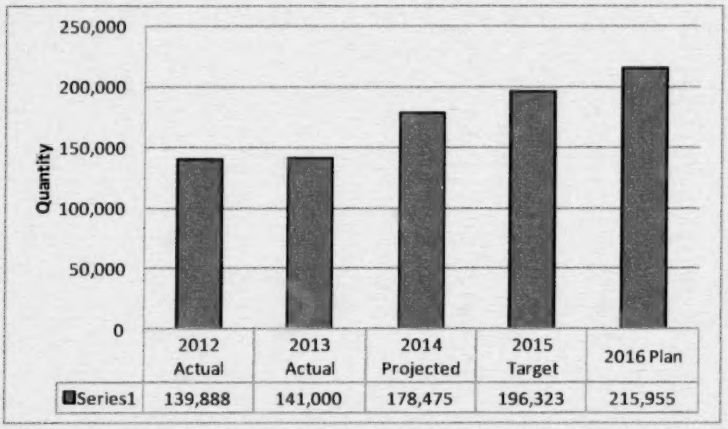
Effectiveness Measure – Leveraging of City Funding – Community Centre 55



	2011	2012	2013	2014 Projected	2015 Target	2016 Plan
City Contribution	39.5%	36.6%	36.0%	32.8%	29.9%	27.4%
Fundraised Contribution	60.5%	63.4%	64.0%	67.2%	70.1%	72.6%

- Community Centre 55 increased the fundraising portion of their overall budget to 67.2% in 2014 with the City providing 32.8% through core administration funding, representing an increase of 3.2% from 2013.
- The Centre will strive to increase its fundraising contribution to 70.1% in 2015 and 72.6% in 2016.

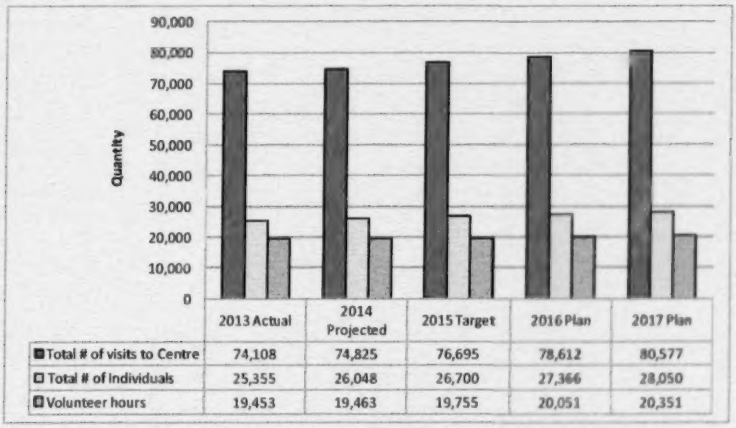
Effectiveness Measure – Number of Client Contact – Central Eglinton Community Centre



	2012 Actual	2013 Actual	2014 Projected	2015 Target	2016 Plan
Series1	139,888	141,000	178,475	196,323	215,955

- Central Eglinton Community Centre increased its number of client contacts to 178,475 in 2014 from 141,000 in 2013, representing a 21% increase.
- The increasing trend is expected to continue into 2016 and beyond.

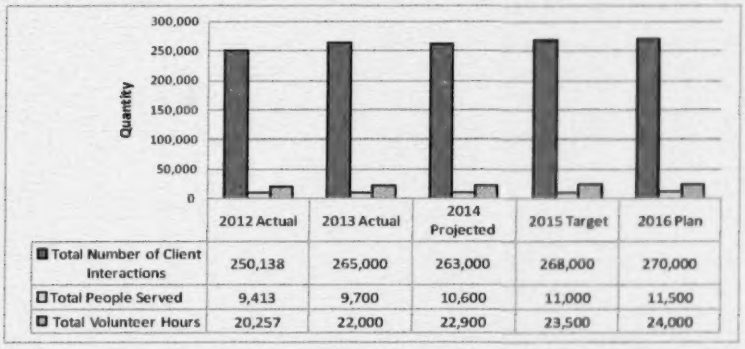
Effectiveness Measure – Program Participation – Cecil Community Centre



	2013 Actual	2014 Projected	2015 Target	2016 Plan	2017 Plan
Total # of visits to Centre	74,108	74,825	76,695	78,612	80,577
Total # of Individuals	25,355	26,048	26,700	27,366	28,050
Volunteer hours	19,453	19,463	19,755	20,051	20,351

- The number of visits to Cecil Community Centre has steadily increased since 2013 and is expected to rise in the future years.
- Similar trend is seen in the number of individuals and the volunteer hours provided since 2013.

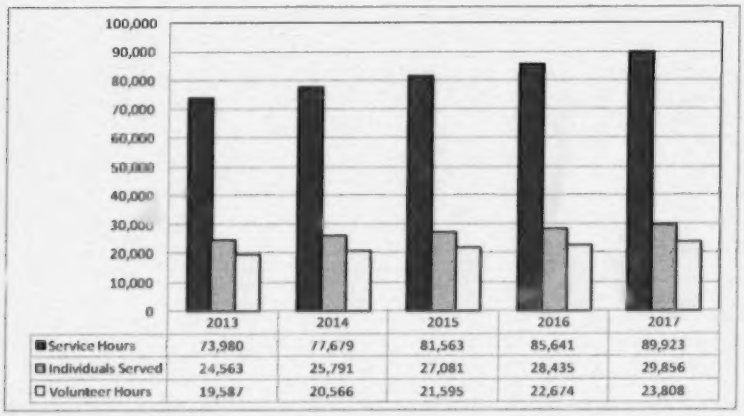
Effectiveness Measure – Program Activity and Participation – Eas Community Centre



	2012 Actual	2013 Actual	2014 Projected	2015 Target	2016 Plan
Total Number of Client Interactions	250,138	265,000	263,000	268,000	270,000
Total People Served	9,413	9,700	10,600	11,000	11,500
Total Volunteer Hours	20,257	22,000	22,900	23,500	24,000

- Eastview Neighbourhood Community Centre continued to demonstrate an increasing number of client interactions with community members with the help of volunteers.
- The number of client interactions for Eastview Neighbourhood Community Centre has steadily increased since 2013 and is expected to rise in the future years.
- Similar trend is seen in the number of individuals and the volunteer hours provided since 2013.

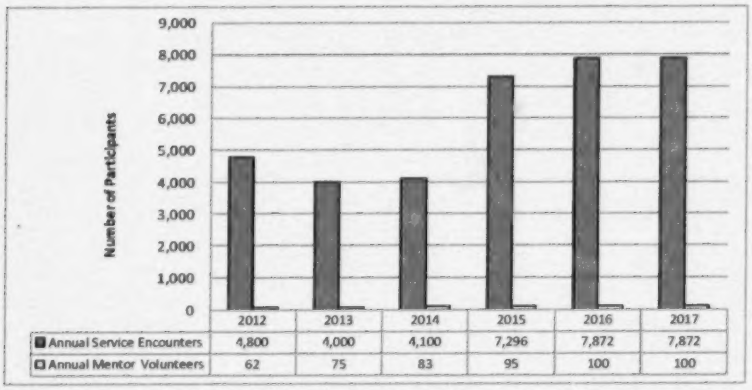
Effectiveness Measure – Program Participation – Harbourfront Community Centre



	2013	2014	2015	2016	2017
Service Hours	73,980	77,679	81,563	85,641	89,923
Individuals Served	24,563	25,791	27,081	28,435	29,856
Volunteer Hours	19,587	20,566	21,595	22,674	23,808

- The number of service hours for Harbourfront Community Centre has steadily increased since 2013 and is expected to rise in the future years.
- Similar trend is seen in the number of individuals and the volunteer hours provided since 2013

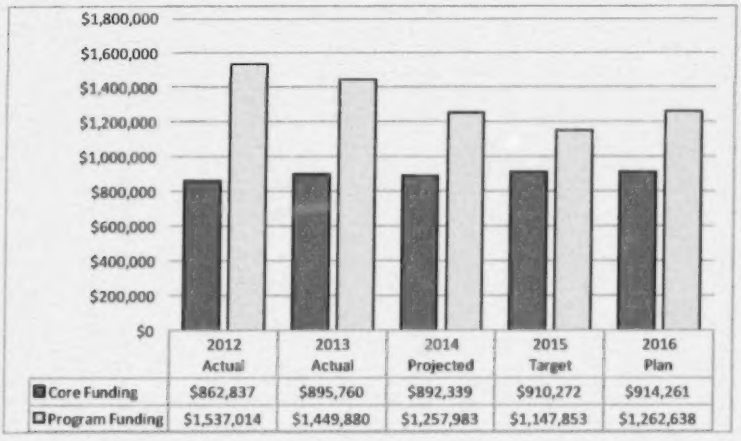
Effectiveness Measure – Chinese Newcomer Mentoring Program for Children – Ralph Thornton Centre



	2012	2013	2014	2015	2016	2017
Annual Service Encounters	4,800	4,000	4,100	7,296	7,872	7,872
Annual Mentor Volunteers	62	75	83	95	100	100

- Ralph Thornton Centre maintained the Mentor Program for recently arrived Chinese newcomer children for 2014, and is expected to increase the reach of the Mentor Program significantly in 2015, and future years.

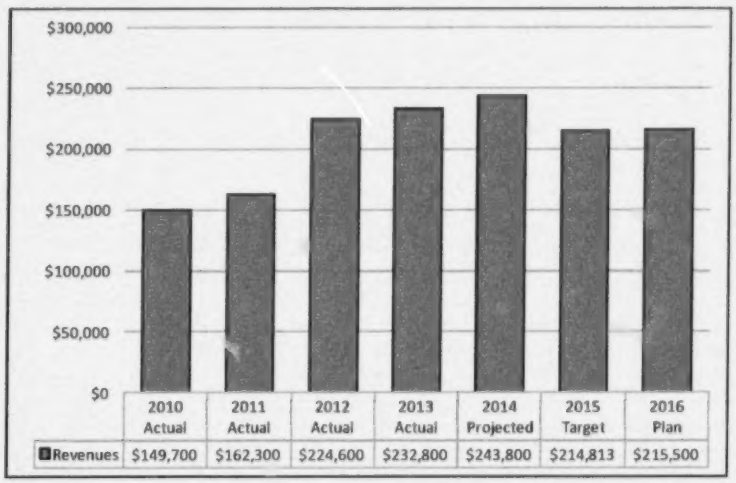
Effectiveness Measure – Leveraging of City Funding – Scadding Court Community Centre



	2012 Actual	2013 Actual	2014 Projected	2015 Target	2016 Plan
Core Funding	$862,837	$895,760	$892,339	$910,272	$914,261
Program Funding	$1,537,014	$1,449,880	$1,257,983	$1,147,853	$1,262,638

- Scadding Court Community Centre will continue to demonstrate a consistent and growing capacity to leverage core funding into 2014 to support an expanding body of exceptional programs.

Effectiveness Measure – Space Usage Revenue – Swansea Town Hall



	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Projected	2015 Target	2016 Plan
Revenues	$149,700	$162,300	$224,600	$232,800	$243,800	$214,813	$215,500

- Swansea Town Hall is anticipating lower rental revenue of $0.214 million in 2015 compared to $0.244 million in 2014 from the closure of the Swansea Nursery School facility.
- In 2014 Swansea Town Hall successfully replaced the income loss with other revenue sources.
- The Centre will continue to pursue other measures to help compensate for the lost revenue in 2016 and future years.

Table 1
2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes $	2015 vs. 2014 Budget Approved Changes %	Incremental Change 2016 and 2017 Plan 2016 $	2016 %	2017 $	2017 %
By Service	$	$	$	$	$	$	%	$	%	$	%
519 Church Street Community Centre											
Gross Expenditures	1,367.0	1,385.0	1,422.8		1,422.8	55.8	4.1%	(114.3)	(8.0%)	25.5	1.8%
Revenue	147.0	147.0	144.0		144.0	(3.0)	(2.0%)	(144.0)	(100.0%)		
Net Expenditures	1,220.0	1,238.0	1,278.8		1,278.8	58.8	4.8%	29.7	2.3%	25.5	2.0%
Applegrove Community Complex											
Gross Expenditures	362.2	362.4	368.7		368.7	6.4	1.8%	3.0	0.8%	4.5	1.2%
Revenue		0.3									
Net Expenditures	362.2	362.1	368.7		368.7	6.4	1.8%	3.0	0.8%	4.5	1.2%
Cecil Community Centre											
Gross Expenditures	685.1	685.0	700.6		700.6	15.5	2.3%	13.7	2.0%	4.5	0.6%
Revenue											
Net Expenditures	685.1	685.0	700.6		700.6	15.5	2.3%	13.7	2.0%	4.5	0.6%
Central Eglinton Community Centre											
Gross Expenditures	606.5	606.2	632.1		632.1	25.6	4.2%	28.7	4.5%	29.4	4.4%
Revenue											
Net Expenditures	606.5	606.2	632.1		632.1	25.6	4.2%	28.7	4.5%	29.4	4.4%
Community Centre 55											
Gross Expenditures	723.2	723.2	758.9		758.9	35.6	4.9%	26.7	3.5%	27.1	3.4%
Revenue											
Net Expenditures	723.2	723.2	758.9		758.9	35.6	4.9%	26.7	3.5%	27.1	3.4%
Eastview Neighbourhood Community Centre											
Gross Expenditures	536.7	538.7	547.3		547.3	10.6	2.0%	7.5	1.4%	9.0	1.6%
Revenue											
Net Expenditures	536.7	538.7	547.3		547.3	10.6	2.0%	7.5	1.4%	9.0	1.6%
Harbourfront Community Centre											
Gross Expenditures	1,220.4	1,246.0	1,296.9		1,296.9	76.4	6.3%	6.1	0.5%	9.9	0.8%
Revenue											
Net Expenditures	1,220.4	1,246.0	1,296.9		1,296.9	76.4	6.3%	6.1	0.5%	9.9	0.8%
Ralph Thornton Centre											
Gross Expenditures	698.6	700.8	698.6		698.6						
Revenue	39.4	39.4	39.4		39.4						
Net Expenditures	659.2	661.4	659.2		659.2						
Scadding Court Community Centre											
Gross Expenditures	892.3	961.8	910.3		910.3	17.9	2.0%	4.0	0.4%	3.4	0.4%
Revenue		33.0									
Net Expenditures	892.3	928.8	910.3		910.3	17.9	2.0%	4.0	0.4%	3.4	0.4%
Swansea Town Hall											
Gross Expenditures	507.9	581.3	535.7		535.7	27.7	5.5%	12.3	2.3%	8.2	1.5%
Revenue	243.8	317.4	214.8		214.8	(29.0)	(11.9%)	0.7	0.3%	1.0	0.5%
Net Expenditures	264.1	263.8	320.8		320.8	56.7	21.5%	11.6	3.6%	7.2	2.2%
Total											
Gross Expenditures	7,600.1	7,790.4	7,871.9		7,871.9	271.8	3.6%	(12.2)	(0.2%)	121.3	1.5%
Revenue	430.2	537.1	398.2		398.2	(32.0)	(7.4%)	(143.3)	(36.0%)	1.0	0.3%
Total Net Expenditures	7,169.9	7,253.3	7,473.7		7,473.7	303.8	4.2%	131.1	1.8%	120.3	1.6%
Approved Positions	77.4	75.4	77.9		77.9	0.5	0.6%				

The 2015 Operating Budget for the Association of Community Centres is $7.872 million gross and $7.474 million net. The net budget increased by $0.304 million or 4.2% due to the following:

- All services are experiencing inflationary increases in salary and benefits and non-payroll expenditures totaling $0.282 million.
- Other base budget pressures are attributable to the loss of rental revenue arising from the closure of the Swansea Nursery School facility at *Swansea Town Hall* of $0.029 million. Funding of $0.144 million from the Major Special Events Reserve Fund is included for the *519 Church Street Community Centre* to complete the delivery of Pan Am – PrideHouseTO initiative that commenced in 2014 providing several activities for engaging LGBTQ communities during and leading up to the 2015 games.
- The above base budget pressures have been offset by reductions identified in line-by-line reviews of $0.008 million at *Cecil Community Centre* and *Ralph Thornton Centre*.
- The 2016 and 2017 Plans reflect the inflationary increase for salary and benefits and non-payroll expenditures. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

The 2015 Approved Operating Budget results in the Association of Community Centres increasing its total staff complement by 0.5 positions from 77.4 to 77.9, as highlighted in the table below:

2015 Total Service Change Summary

	2015 Service Changes				Total Service Changes			Incremental Change			
	Cecil Community Centre		Ralph Thornton Centre		$	$	#	2016 Plan		2017 Plan	
Description ($000s)	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:											
Base Expenditure Changes											
Reduction in Materials & Supplies and Services & Rents to reflect actual expenditures	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.7)		(5.7)	
Base Expenditure Change	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.4)		(5.7)	
Sub-Total	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.4)		(5.7)	
Total Changes	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.4)		(5.7)	

**Note: There were no service changes in other community centres for 2015.*

Base Expenditure Changes (Savings of $0.008 million gross & net)

Reduction in Materials & Supplies and Service and Rents to reflect actual expenditures

- A line-by-line review of actual expenditures resulted in a reduction of $0.008 million net primarily in materials & supplies and services & rents at Cecil Community Centre and Ralph Thornton Centre.

Approval of the 2015 Budget for the Association of Community Centres will result in a 2016 incremental cost of $0.131 million net and a 2017 incremental cost of $0.120 million net to maintain the 2015 level of service as discussed in the next section.

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salary and Benefits (excluding COLA)	135.4		135.4	1.8%		120.1		120.1	1.6%	
Non-Salary Economic Factor Increases	1.8		1.8	0.0%		6.9		6.9	0.1%	
Reduction in Materials & Supplies and Services & Rents to reflect actual expenditures	(5.4)		(5.4)	(0.1%)		(5.7)		(5.7)	(0.1%)	
Reversal of Pan Am - PrideHouseTO	(144.0)	(144.0)								
Sub-Total	(12.2)	(144.0)	131.8			121.3		121.3		
Anticipated Impacts:										
Swansea Town Hall Revenue Increase		0.7	(0.7)	(0.0%)			1.0	(1.0)	(0.0%)	
Sub-Total		0.7	(0.7)	(0.0%)			1.0	(1.0)	(0.0%)	
Total Incremental Impact	(12.2)	(143.3)	131.1	1.8%		121.3	1.0	120.3	1.6%	

Known Impacts

- Progression pay, step and fringe benefits increases will result in increased pressure in future years. Since 2016 is a collective bargaining year, no cost of living allowance is included.
- Inflationary increases for non-payroll expenditures are anticipated to be $0.002 million in 2016 and $0.007 million in 2017.
- Line-by-line reviews are expected to generate savings of $0.005 million in 2016 and $0.006 million in 2017.
- The one-time funding of $0.144 million for the Pan Am Showcase project PrideHouseTO funded from the Major Special Events Reserve Fund will be reversed in 2016 with no net impact.

Exhibition Place

2015 Operating Budget Highlights

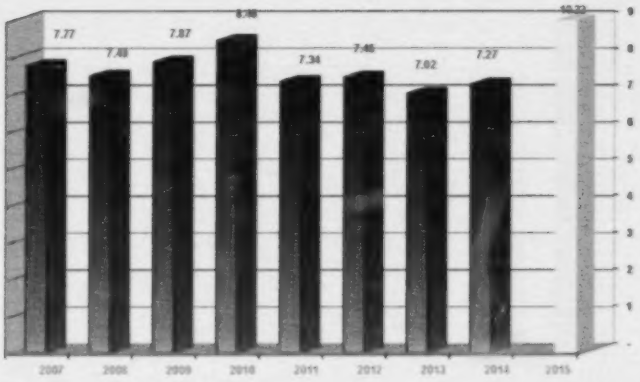
The total cost to deliver this service in 2015 is $38.131 million with operating revenues of $38.431 million, thereby fully funding its operations with $0.300 million net revenue as shown below.

	2014	2015	Change	
			$	%
Gross Expenditures	44,438.1	38,130.9	(6,307.1)	(14.2%)
Gross Revenues	44,538.1	38,430.9	(6,107.1)	(13.7%)
Net Expenditures	**(100.0)**	**(300.0)**	**200.0**	**(200.0%)**

In 2015, Exhibition Place will generate favourable operating revenues of $0.300 million for the City of Toronto. The 2015 Operating Budget presents a net 200% increase in net revenue over the 2014 Approved Operating Budget.

Trends:

Building Rental for Direct Energy Centre ($ millions)



2015 Operating Budget Overview

Exhibition Place provides an inclusive and accessible parkland and business destination for entertainment, recreation, sporting events, and public celebrations, while operating as a self-sustaining and environmentally responsible City agency.

Fast Facts

- Canada's largest entertainment venue and attracts over 5.3 million visitors a year.
- Exhibition Place will host 13 major events for Pan Am Games 2015.
- 192-acre parkland with 3,002 trees.
- Host to six of the top ten consumer exhibitions in Canada including the Toronto International Boat Show, The National Home Show, Royal Agricultural Winter fair and the Canadian National Exhibition.

- Revenue from tenants has been sustained through the economic downturn, anticipated to grow in 2015 and remain stable in 2016 and thereon.
- *Trade Show Executive* magazine included an industry research indicating favourable economic activities with respect to trade and consumer show business in North America. Economists are optimistic on the outlook in 2015 and in subsequent years.

2014 Key Service Accomplishments

- Exhibition Place has successfully met the City's mandate of 0% net budget increase, by yielding a actual 56.5% reduction over the net budget for 2014.
- Maintained outstanding customer service by achieving an average of 90% rating from client satisfaction surveys.
- Promoted safety in the workplace, reduced Lost Time over 2010 base year.
- Exceeded financial and budget targets from 2004-2013 of $15.6M.
- Improved events attendance and occupancy.
- Continued to promote environmental initiatives and energy conservation, incentive revenue and utilities cost savings from these projects is approximately $0.8M per year.
- Continued to develop community use of the grounds.
- Diversification of customer target group for shows and events to include more film shoots, religious and cultural events and private functions
- Continued implementation of the strategy for energy efficient capital upgrades for the non-tenanted buildings – started construction of the District Energy System.
- Started construction of the Hotel X.
- Secured energy supply agreement with Hotel X.
- Council approved - LOI for BMO Field expansion.
- Council approved - Maple Leaf Sports & Entertainment for construction of Raptor Basketball Practice Facility.
- Completed the transition process of CNEA independence.

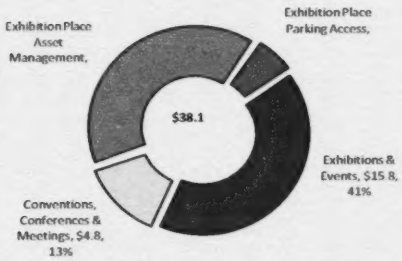
Our Service Deliverables for 2015

The 2015 Operating Budget of $38.131 million gross and ($0.300) million net for Exhibition Place will fund:

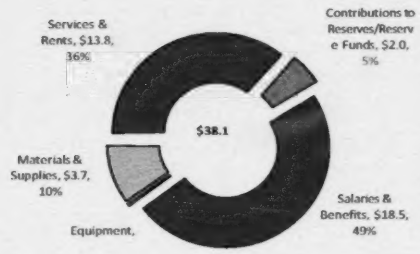
- Exhibition Place operations and the Direct Energy Centre to host City celebrations and events that attract international visitors, such as the Scotiabank Caribbean Festival, Scotiabank's CHIN Picnic and the Honda Indy Toronto.
- The CIBC Pan Am Park which will host up to 13 sports at several venues during the Toronto 2015 Pan Am Games making it the largest sport cluster of the Games.
- The development of Allstream Conference Centre operating requirements as the new venue enters its sixth year. This facility provides meeting rooms, exhibit space, and a Class A ballroom to complement the event activity at the Direct Energy Centre. The centre will help to attract more international conferences, conventions, festivals, consumer and trade shows to the City.

Where the money goes:

2015 Budget by Service
$38.1 Million

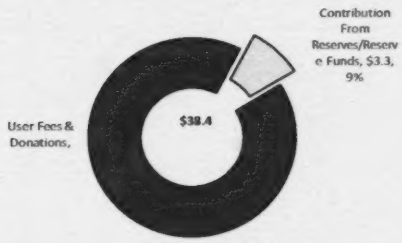

Exhibition Place Asset Management,
Exhibition Place Parking Access,
$38.1
Exhibitions & Events, $15.8, 41%
Conventions, Conferences & Meetings, $4.8, 13%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- Maintain Positive Financial Performance
  - ✓ Increases in market based user fees will be implemented to generate additional revenue for the Program
  - ✓ 2015 Operating Budget achieves efficiencies in operations which in turn will reduce the operating costs.
- Pan Am Games 2015
  - ✓ Concurrent with the 2015 Capital Plan projects. Exhibition Place will host various major events for Pan Am Games in 2015.
  - ✓ Ensure preparations are on track while maintaining safety and security for the employees and visitors.
- Green Initiatives
  - ✓ Maintain Exhibition Place's status as a leader in environmentally friendly facility by securing funds for the new green energy initiatives.

2015 Operating Budget Highlights

- The 2015 Operating Budget for Exhibition Place of $38.131 million gross and ($0.300) million net will provide funding for:
  - ✓ Conventions, Conferences & Meetings ($4.794 million gross).
  - ✓ Exhibitions & Events ($15.842 million gross).
  - ✓ Exhibition Place Asset Management ($15.154 million gross).
  - ✓ Exhibition Place Parking Access ($2.341 million gross).

Program Map

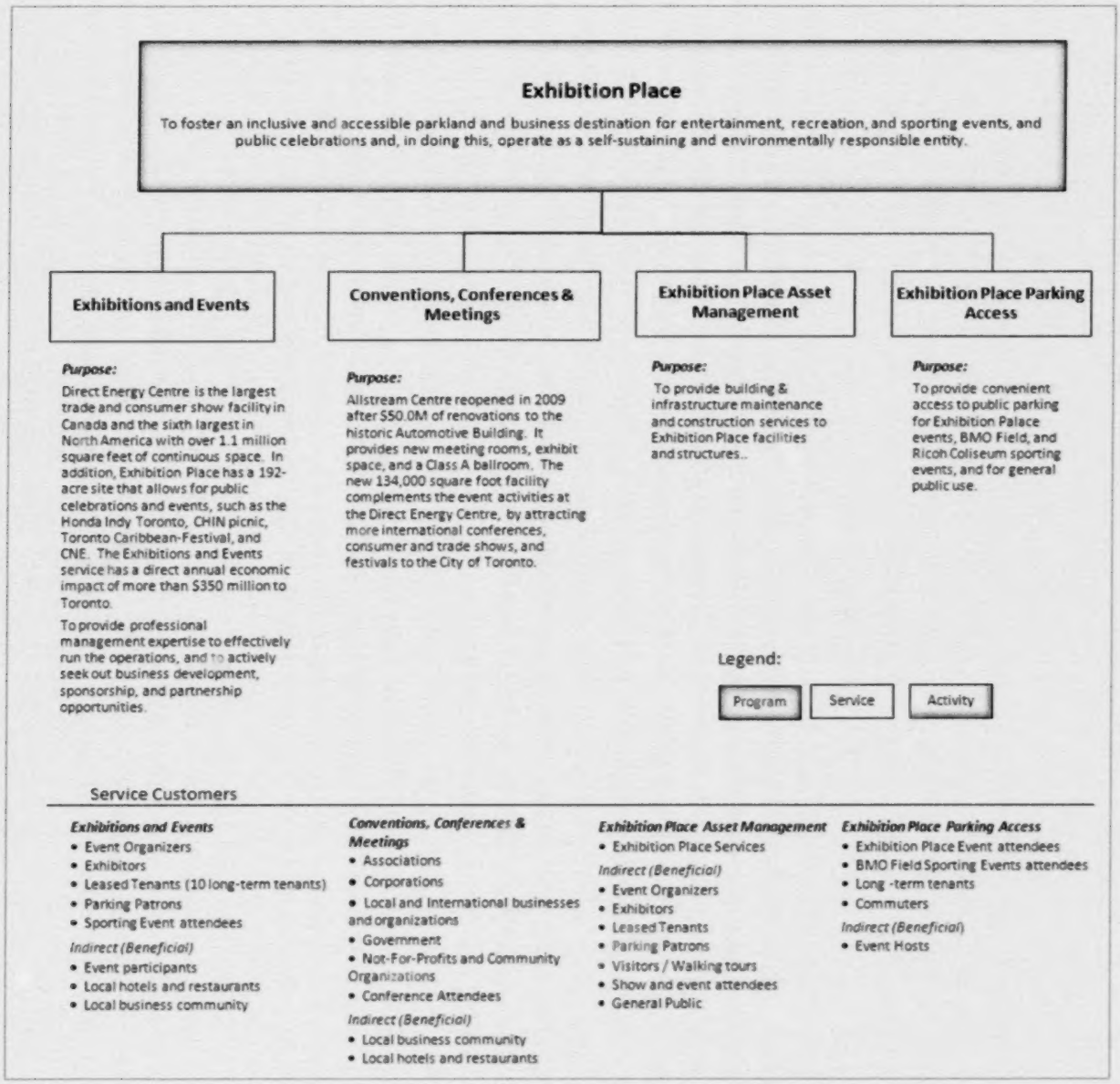

Exhibition Place
To foster an inclusive and accessible parkland and business destination for entertainment, recreation, and sporting events, and public celebrations and, in doing this, operate as a self-sustaining and environmentally responsible entity.
Exhibitions and Events
Conventions, Conferences & Meetings
Exhibition Place Asset Management
Exhibition Place Parking Access
Purpose:
Direct Energy Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of continuous space. In addition, Exhibition Place has a 192-acre site that allows for public celebrations and events, such as the Honda Indy Toronto, CHIN picnic, Toronto Caribbean-Festival, and CNE. The Exhibitions and Events service has a direct annual economic impact of more than $350 million to Toronto.
To provide professional management expertise to effectively run the operations, and to actively seek out business development, sponsorship, and partnership opportunities.
Purpose:
Allstream Centre reopened in 2009 after $50.0M of renovations to the historic Automotive Building. It provides new meeting rooms, exhibit space, and a Class A ballroom. The new 134,000 square foot facility complements the event activities at the Direct Energy Centre, by attracting more international conferences, consumer and trade shows, and festivals to the City of Toronto.
Purpose:
To provide building & infrastructure maintenance and construction services to Exhibition Place facilities and structures..
Purpose:
To provide convenient access to public parking for Exhibition Palace events, BMO Field, and Ricoh Coliseum sporting events, and for general public use.
Legend:
Program
Service
Activity
Service Customers
Exhibitions and Events
• Event Organizers
• Exhibitors
• Leased Tenants (10 long-term tenants)
• Parking Patrons
• Sporting Event attendees
Indirect (Beneficial)
• Event participants
• Local hotels and restaurants
• Local business community
Conventions, Conferences & Meetings
• Associations
• Corporations
• Local and International businesses and organizations
• Government
• Not-For-Profits and Community Organizations
• Conference Attendees
Indirect (Beneficial)
• Local business community
• Local hotels and restaurants
Exhibition Place Asset Management
• Exhibition Place Services
Indirect (Beneficial)
• Event Organizers
• Exhibitors
• Leased Tenants
• Parking Patrons
• Visitors / Walking tours
• Show and event attendees
• General Public
Exhibition Place Parking Access
• Exhibition Place Event attendees
• BMO Field Sporting Events attendees
• Long -term tenants
• Commuters
Indirect (Beneficial)
• Event Hosts

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget			2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget			2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Conventions, Conferences & Meetings											
Gross Expenditures	4,576.8	4,593.0	4,794.5		4,794.5	217.7	4.8%	(47.3)	(1.0%)	(46.3)	(1.0%)
Revenue	4,576.8	3,614.8	4,794.5		4,794.5	217.7	4.8%	(47.3)	(1.0%)	(46.3)	(1.0%)
Net Expenditures	0.0	978.2	0.0	-	0.0	0.0	0.0%	0.0	0.0%	0.0	0.0%
Exhibitions & Events											
Gross Expenditures	13,220.5	13,517.9	15,842.0		15,842.0	2,621.5	19.8%	(1,534.4)	(9.7%)	868.2	5.5%
Revenue	21,351.8	21,907.2	25,251.2		25,251.2	3,899.4	18.3%	(3,238.7)	(12.8%)	843.2	3.3%
Net Expenditures	(8,131.3)	(8,389.3)	(9,409.2)	-	(9,409.2)	(1,277.9)	15.7%	1,704.4	(18.1%)	25.0	(0.3%)
Exhibition Place Asset Management											
Gross Expenditures	13,767.5	13,250.0	15,153.7		15,153.7	1,386.2	10.1%	(1,909.5)	(12.6%)	56.0	0.4%
Revenue	1,330.7	953.2	1,695.5		1,695.5	364.7	27.4%	(783.6)	(46.2%)	16.7	1.0%
Net Expenditures	12,436.8	12,296.8	13,458.2	-	13,458.2	1,021.5	8.2%	(1,125.9)	(8.4%)	39.2	0.3%
Exhibition Place Parking Access											
Gross Expenditures	2,196.3	2,708.5	2,340.7		2,340.7	144.4	6.6%	(44.7)	(1.9%)	72.3	3.1%
Revenue	6,277.8	7,300.7	6,689.8		6,689.8	411.9	6.6%	133.8	2.0%	136.5	2.0%
Net Expenditures	(4,081.5)	(4,592.2)	(4,349.1)	-	(4,349.1)	(267.5)	6.6%	(178.5)	4.1%	(64.2)	1.5%
National Soccer Stadium (BMO Field)											
Gross Expenditures	10,677.0	-	-		-	(10,677.0)	(100.0%)	-		-	
Revenue	11,000.9	450.0	-		-	(11,000.9)	(100.0%)	-		-	
Net Expenditures	(323.9)	(450.0)	-	-	-	323.9	(100.0%)	-		-	
Total											
Gross Expenditures	44,438.1	34,069.4	38,130.9		38,130.9	(6,307.1)	(14.2%)	(3,535.8)	(9.3%)	950.2	2.5%
Revenue	44,538.1	34,225.9	38,430.9		38,430.9	(6,107.2)	(13.7%)	(3,935.8)	(10.2%)	950.2	2.5%
Total Net Expenditures	(100.0)	(156.5)	(300.0)	-	(300.0)	(200.0)	200.0%	400.0	(133.3%)	-	
Total Net Expenditures Excluding BMO Field	223.9	293.5	(300.0)	-	(300.0)	(200.0)	(89.3%)	400.0	(133.3%)	-	
Approved Positions	397.5	397.5	395.0		395.0	(2.5)	(0.6%)	(11.0)	(2.8%)	-	

The 2015 Operating Budget for Exhibition Place is $38.131 million gross and ($0.300) million net, which reflects both the revenues from, and associated expenses to deliver 13 major venues for the Pan Am Games 2015. The budgeted Net revenue increased by $0.200 million or 200% due to the following.

- The *Exhibitions and Events* Service is budgeting for incremental expenditures of $2.622 million which is fully offset by incremental revenues of $3.899 million which will generate additional net revenue of $1.278 million for the Program. Primary drivers of the budget change are increased Maple Leaf Sports and Entertainment (MLSE) fees and Pan Am Games 2015.
- The *Exhibition Place Asset Management* and *Exhibition Place Parking Access* Services are budgeting for a combined increase in expenditures of $1.531 million which is partially offset by the increase in revenue of $0.777 million, resulting in a total pressure on the net budget for $0.754 million.
- The *National Soccer Stadium* (BMO Field) Service is no longer included in this budget, as Exhibition Place has entered a new agreement with MLSE whereby Exhibition Place will receive an annual fee of $0.116 million as revenue while MLSE leases and operates the soccer field.
- Exhibition Place's revenues and gross expenditures will decrease in 2016 as hosting of the Pan Am Games 2015 will be completed. In 2016, a more normal business pattern returns and a $0.400 million net cost is projected. In 2017, User fee revenues are forecasted to the level of normal operations prior to the Pan Am Games 2015.

Table 3

2016 and 2017 Plan by Program

Description($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
		Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
COLA and fringe benefits	288.0		288.0	4.9%		299.0		299.0	3.8%	
Progression pay & step increases	658.7		658.7	38.7%		801.0		801.0	21.6%	
Recovery of wages, benefits for labour loaned to events	(477.5)		(477.5)	(33.4%)		(181.8)		(181.8)	(61.9%)	
Base salary adjustment	113.0		113.0							
Miscellaneous hydro and water	(114.1)		(114.1)			76.8		76.8		
Other sundry expenses	4.8		4.8			1.3		1.3		
Contribution to Equipment Reserve	(100.0)		(100.0)							
Contribution from CC Reserve Fund - Hotel Soil Costs		(800.0)	800.0							
Contribution from Reserves - Other		(300.0)	300.0				(100.0)	100.0		
Sub-Total	372.9	(1,100.0)	1,472.9			996.3	(100.0)	1,096.3		
Anticipated Impacts:										
Staffing for Pan Am	(615.0)		(615.0)		(11.0)					
Benefits for Staff for Pan Am	(166.0)		(166.0)							
Pan Am related costs	(3,127.7)		(3,127.7)			(46.1)		(46.1)		
User Fees Changes		(2,835.8)	2,835.8				1,050.2	(1,050.2)		
Sub-Total	(3,908.7)	(2,835.8)	(1,072.8)		(11.0)	(46.1)	1,050.2	(1,096.3)		
Total Incremental Impact	(3,535.8)	(3,935.8)	400.0		(11.0)	950.2	950.2	0.0		

Future year incremental costs are primarily attributed to the following:

Known Impacts

- Progression pay, step, cost of living adjustment, and fringe benefits increases will result in combined pressure of $0.947 million net in 2016 and $1.100 million net in 2017.
- In 2016, there will be an annualization impact reduction of $0.800 million for the contaminated hotel soil remediation project which is expected be completed in 2015.
- Exhibition Place provides staff to clients for event support which generates Recoverable Wages and Benefits for the Program to offset its gross expenditures during the year. Recovery of wages and benefits for labour offered to anticipated events are projected to increase by ($0.478) million net in 2016 and ($0.182) million net in 2017.

Anticipated Impacts

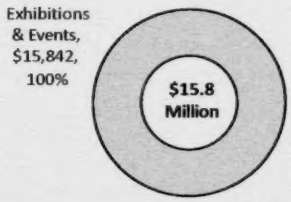
- A decrease in expenditures of $3.909 million is anticipated with the completion of the Pan Am Games and Events in 2015. Concurrently, the one-time user fees for Pan Am Games 2015 will be reversed for an amount of $2.836 million in 2016.
- Exhibition Place will be broadcasted to the world during the 2015 Pan Am Games thus increasing its presence to the mass public globally. In 2017, the Program expects the momentum to continue and contribute to increasing its user fee revenues by $1.050 million from the regular operations.

Exhibitions & Events

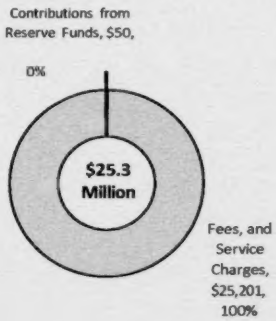
What We Do

- Direct Energy Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of contiguous space.
- Exhibition Place has a 192-acre site that allows for public celebrations and events, such as the Honda Indy Toronto, Scotiabank's CHIN picnic, Scotiabank Caribbean Festival, Royal Agricultural Winter Fair, and the Canadian National Exhibition.
- The Exhibitions and Events Service has a direct annual economic impact of more than $350 million to Toronto.

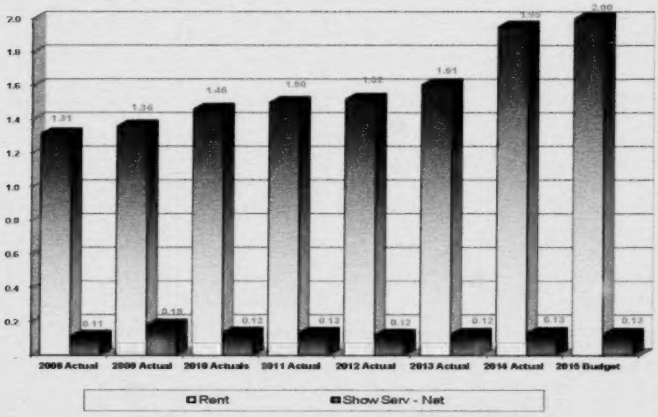
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Effectiveness Measure – Tenants Rent & Net Show Services ($ millions)



Trend

- Actual experience suggests that Direct Energy Centre is projected to grow its occupancy rates and number of events hosted.

2015 Service Levels

Exhibitions & Events

Activity	2014	2015
Event - Trade & Consumer	100% compliance with negotiated terms	100% compliance with negotiated terms
Event - Meetings & Corporate	100% compliance with negotiated terms	100% compliance with negotiated terms
Event - Community / Festivals / City of	100% compliance with negotiated terms	100% compliance with negotiated terms
Event - Major Citywide celebrations &	100% compliance with negotiated terms	100% compliance with negotiated terms
Guest Services: Food & Beverage	$4.75 food & beverage sales per attendee	$4.67 food & beverage sales per attendee
Guest Services: Facility Support	$0.75 of Service Revenue per $1 of Rent Revenue	$0.75 of Service Revenue per $1 of Rent Revenue
Long-term Tenant Support	$10.43 per Square foot of long term tenant space supported	$11.10 per Square foot of long term tenant space supported

Guest Services: Food & Beverage activity will strive to improve its sales per attendee from $4.75 in 2014 to $4.67 in 2015. Based on the actual experience in 2014, Exhibition Place anticipates enhanced sales performance for food and beverages at the Allstream Centre.

Service level for Long-term Tenant Support provided per square foot will increase from $10.43 in 2014 to $11.10 in 2015.

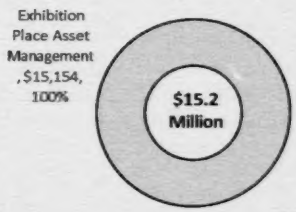
All other 2015 Service Levels will remain consistent with the approved 2014 Service Levels.

Exhibition Place Asset

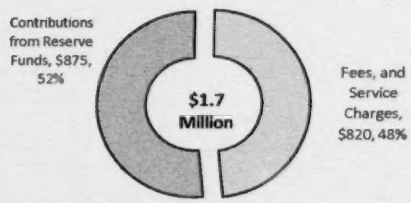
What We Do

- Provide building and infrastructure maintenance and construction services to Exhibition Place facilities and structures.

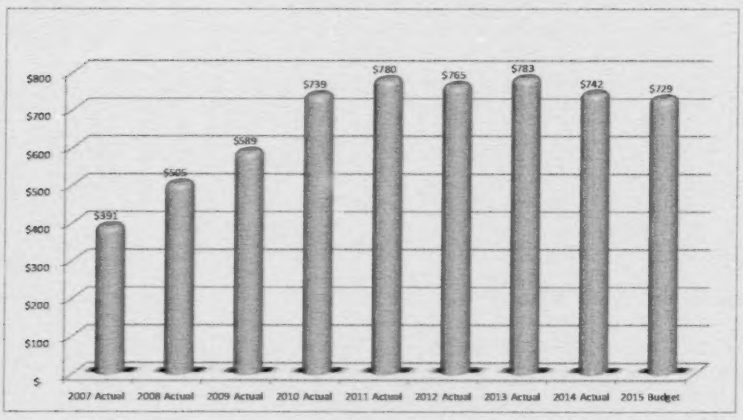
2015 Service Budget by Activity



Service by Funding Source



Efficiency Measure – Utility Cost Savings from



Trend

- Savings in energy costs are projected to grow to reach an amount close to 2012 savings.
- Further savings increases are dependent on future Green Energy Projects.

2015 Service Levels

Exhibition Place Asset

Activity	2014	2015
Parking Lots, Roads & Sidewalks	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area
Waste Management	Waste Management: Achieve 80% waste diversion	Waste Management: Achieve higher than 2013 actual of waste diversion of 85.15%
Fleet & Equipment Maintenance	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions

Exhibition Place Asset Management Service will focus on improving its waste management operations. Based on the 2013 actual experience, the service level has been raised to 85.15% waste diversion rate or an increase of 5.15% over the 2014 level.

All other 2015 Service Levels will remain consistent with the approved 2014 Service Levels.

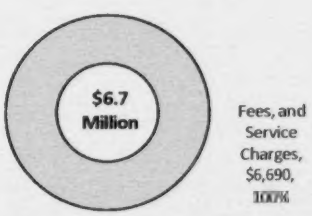
Exhibition Place Parking

What We Do

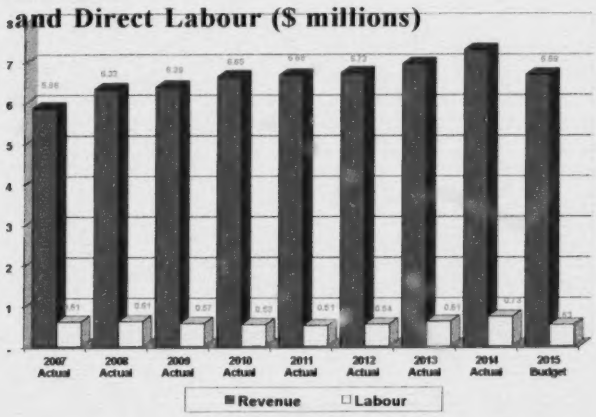
- Provide convenient access to public parking for Exhibition Place events, BMO Field sporting events, and general public use.

2015 Service Budget by Activity

Service by Funding Source



Effectiveness Measure – Parking Revenue and Direct Labour ($ millions)



Trend

- Parking revenue and direct labour costs have performed at a consistent level over the past years. With the newly adjusted parking fees, parking revenue will continue to offer financial sustainability.
- Ratio between the parking revenue and direct labour costs has improved over the past years.

2015 Service Levels

Exhibition Place Parking

Activity	2014	2015
Surface	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.
Underground	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.

2015 Service Levels will remain consistent with the approved 2014 Service Levels.

Exhibition Place

2015 – 2024 Capital Budget and Plan Overview

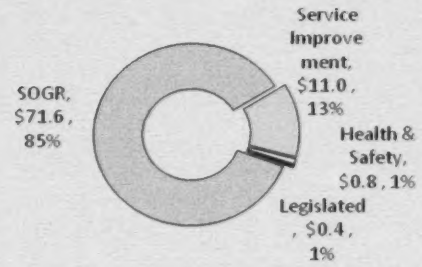
Exhibition Place is responsible for 192 acres, with an asset value of $666.3 million in historical costs, managing 22 buildings, including 9 buildings designated under the Ontario Heritage Act. Many of the buildings have historical and cultural significance and were constructed before modern energy conservation, lighting and heating standards were developed.

The 2015–2024 Capital Budget and Plan focuses on maintaining these assets in a state of good repair (SOGR) primarily through $40.000 million of added debt investment in the last five years of the Plan. The 10-Year Capital Plan of $83.813 million allocates funding for major projects such as the *2015 Pan Am Games, Festival Plaza Development, McGillivray Fountain retrofit and revitalization of the existing childrens playground.*

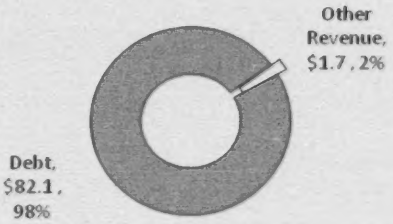
The 10-Year Capital Plan of $83.813 million supports Exhibition Place's key objective of maintaining competitive event space at the Class A level through state of good repair projects and increasing energy efficiency.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Completed the BMO Field Upgrades project for $1.000 million, which includes equipment ipgrades to POS inventory management system, accounting software, food and beverage fixtures, and building repairs and upgrades.
- Continued implementation of the strategy for energy efficient capital upgrades for the non tenanted buildings.
- Completed the soil remediation project at the hotel construction site.
- Received 3RCertified Platinum Level Status by Recycling Council of Ontario in recognition of Exhibition Place's leadership position in waste reduction and diversion.

Key Challenges & Priority Actions

Addressing Exhibition Place's growing **State of Good Repair Backlog** to maintain and preserve historically significant buildings.

- ✓ Utilize the pre-engineering program which identifies SOGR needs to meet the maintenance requirements.
- ✓ Additional $40.0 million has been added to the SOGR funding in the years 2020 – 2024.

Managing **Green Energy Initiatives** to uphold Exhibition Place's reputation for its environmental stewardship entitled GREENSmart through leading edge green technologies.

- ✓ Secure funding from public and private sector organizations in pursuit for this initiative.

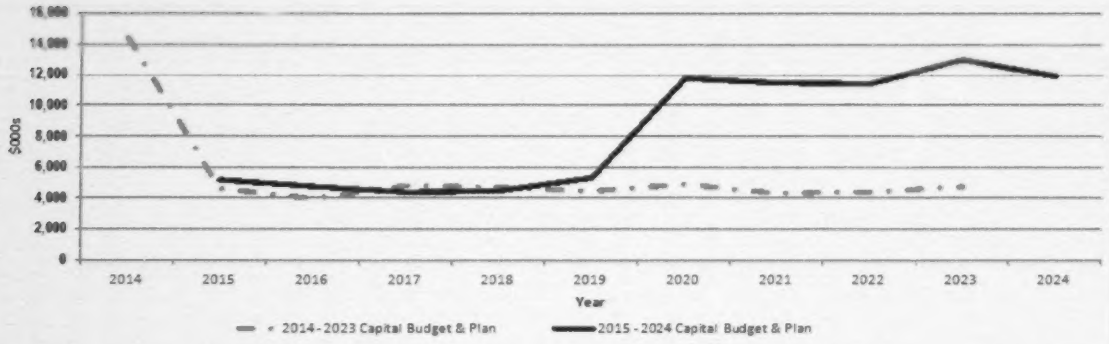
2015 Capital Budget Highlights

The 2015 Capital Budget provides funding of $7.383 million to:

- Complete the *Queen Elizabeth Building* project for replacement of roofs at the Executive Offices for $0.850 million (of which $0.300 million is carried forward from 2014), and initiate a new fire alarm system replacement sub-project for $0.200 million.
- Complete its *Green Energy Initiatives* for $0.610 million project which will bring a positive change to the total operational cost by replacing its existing lighting system with LED lights combined with intelligent lighting features, and ramp up the unfinished portion of the 2014 District Energy System project for $0.108 million.
- Complete the *Fire Alarm System* project in order to meet the Ontario Building Code for $1.000 million in 2015 at the Direct Energy Centre.
- Continue the *Parks, Parking Lots and Roads* project with the previously planned construction of:
  - ✓ Retrofit of fountains for $0.150 million;
  - ✓ Street and parking lots lighting for $0.100 million; and
  - ✓ Improvements on sidewalks, pathways, roads and lots for $0.100 million.
  - ✓ Local road rehabilitation ($65.186 million); and
  - ✓ Additional funding for sidewalk maintenance, including related traffic signal and traffic plant maintenance and pedestrian safety projects.
- Continue its *Pre-Engineering Program* project undertake the necessary study, investigation, design and engineering to formulate projects, programs and budget to maintain the state of good repair and functionality of buildings and facilities.
- Begin the *General Services Building* project to relocate and construct the parking office for $0.200 million, and replace the existing passenger/freight elevator to meet the building requirements for $0.285 million. Both projects are expected to begin work in 2015.
- Complete the following sub-projects in preparation for the Pan Am Games 2015:
  - ✓ Splash Pad for $0.420 million;
  - ✓ Festival Plaza located in Lot 2 for $0.700 million;
  - ✓ Initiate Way finding Program due for completion in 2015 for $0.163 million

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	14,454	4,625	3,990	4,840	4,700	4,450	4,925	4,298	4,385	4,735		55,402
2015 - 2024 Capital Budget & Plan		5,205	4,715	4,390	4,465	5,345	11,820	11,538	11,415	12,985	11,935	83,813
Change %		12.5%	18.2%	-9.3%	-5.0%	20.1%	140.0%	168.5%	160.3%	174.2%		51.3%
Change $		580	725	-450	-235	895	6,895	7,240	7,030	8,250		28,411

Table 1

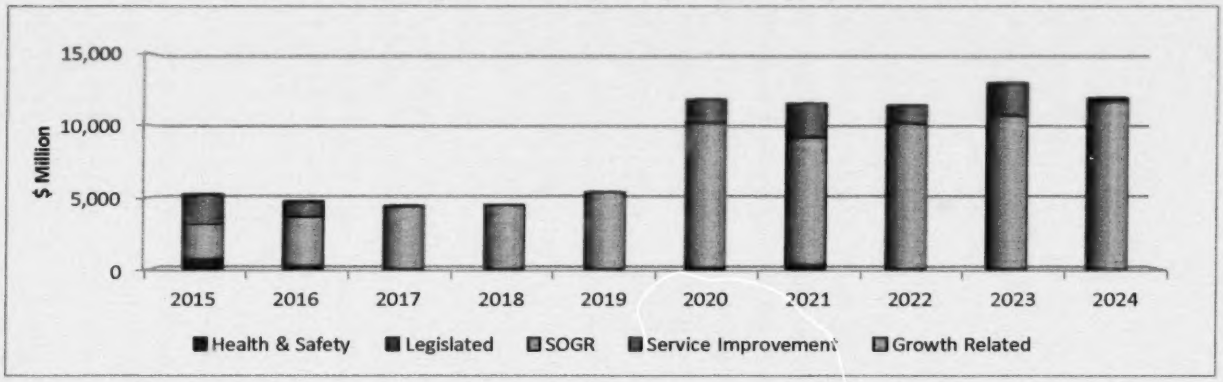
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
M/E & Communication Infrastructure		175										**175**	175
Other Buildings							85	268				**353**	353
General Services Building		285										**285**	285
Sub-Total	-	**460**	-	-	-	-	**85**	**268**	-	-	-	813	**813**
Legislated													
Coliseum Complex		230										**230**	230
Horse Palace			200									**200**	200
Sub-Total	-	**230**	**200**	-	-	-	-	-	-	-	-	**430**	**430**
State of Good Repair													
Pre-Engineering Program		100	150	125	125	125	125	125	125	150	150	**1,300**	1,300
Coliseum Complex				625	1,070	2,135	4,225	1,815	4,190	2,400	2,900	**19,360**	19,360
Direct Energy Centre		460	2,170	750	865	1,380	1,465	2,550	3,860	6,980	6,985	**27,465**	27,465
Better Living Centre		275					915					**1,190**	1,190
Parks, Parking Lots and Roads		350	200	350	400	350	600	775	400	425	200	**4,050**	4,050
Horse Palace							400	1,575		100		**2,075**	2,075
Queen Elizabeth Building		750	230	2,000	1,455	1,155	1,000	590				**7,180**	7,180
Food Building				100			110	90	1,250		1,000	**2,550**	2,550
M/E & Communication Infrastructure		500	715	250	550	200	750	900	300	600	200	**4,965**	4,965
Other Buildings				190			65	100				**355**	355
Allstream Conference Centre							430	100				**530**	530
General Services Building											250	**250**	250
Press Building								300				**300**	300
Sub-Total	-	**2,435**	**3,465**	**4,390**	**4,465**	**5,345**	**10,085**	**8,920**	**10,125**	**10,655**	**11,685**	**71,570**	**71,570**
Service Improvements													
Direct Energy Centre		172							215	280		**667**	667
Parks, Parking Lots and Roads		863	1,050				1,650	2,350	1,075	1,050	250	**8,288**	8,288
M/E & Communication Infrastructure		150										**150**	150
Green Energy Initiative		610								1,000		**1,610**	1,610
Special Projects		85										**85**	85
General Services Building		200										**200**	200
Sub-Total	-	**2,080**	**1,050**	-	-	-	**1,650**	**2,350**	**1,290**	**2,330**	**250**	**11,000**	**11,000**
Total Expenditures by Category	-	**5,205**	**4,715**	**4,390**	**4,465**	**5,345**	**11,820**	**11,538**	**11,415**	**12,985**	**11,935**	**83,813**	**83,813**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

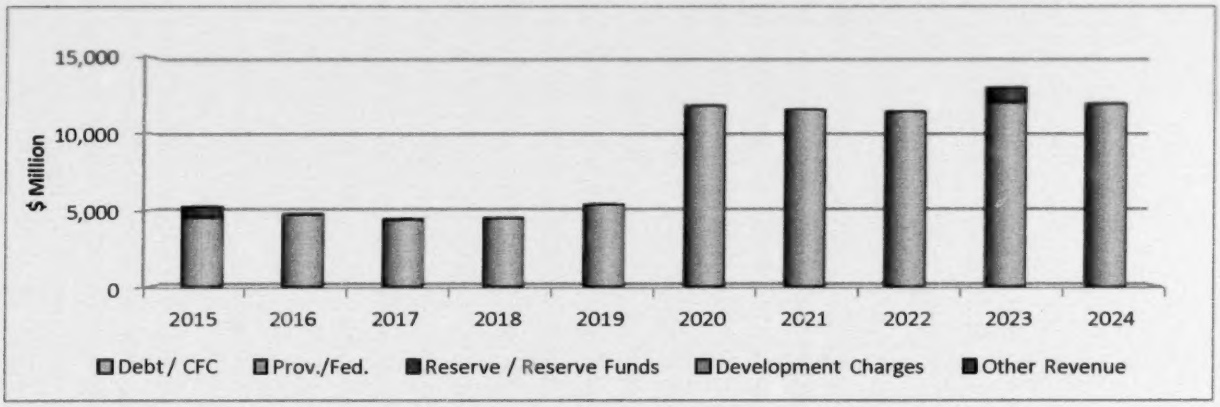


As illustrated in the chart above, the higher level of spending in 2020 – 2024 parallels the increased investment in SOGR projects across the site to reduce the SOGR backlog. The 2020 – 2024 Capital Plan of $59.693 million, or 71.2% of the total funding over the 10-year period is largely driven by increased SOGR projects financed by $37.025 million of the additional $40.000 of the debt provided.

- Health & Safety and Legislated projects account for 1.5% of total funding which will assure that
- Exhibition Place is in compliance with safety standards.
- Funding for SOGR projects account for 85.4% of total funding to provide on-going maintenance of the facility and preserve its historically important assets.
- Service Improvement projects account for 13.1% of total funding and are consistent with Exhibition Place's objective of achieving higher levels of service provided to its clients. Examples include new Green Energy Initiatives.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)

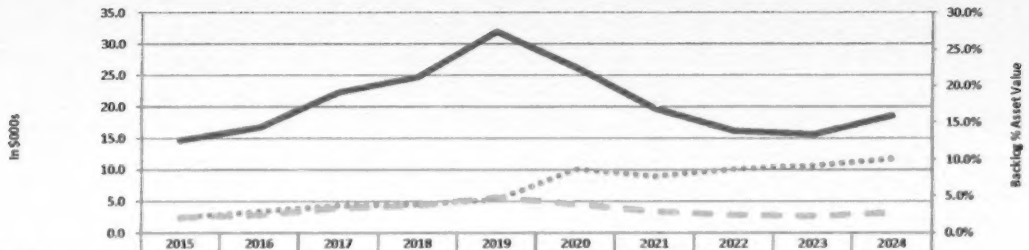


The 10-Year Capital Plan of $83.813 million will be financed by the following sources:

- Debt, which accounts for $82.118 million or 98% of the financing over the 10-year period.
  - ✓ The debt funding is above the 10-year debt affordability target of $42.118 million by $40.000 million. Strategic additional investment of $40.000 million is to fund unmet critical SOGR needs and reduce the backlog.
  - ✓ The 10-Year Capital Plan captures increased SOGR needs in 2020 – 2024 at various sites such as the Direct Energy Centre, Coliseum Complex, and Parks, Parking Lots and Roads.

- Other revenue sources include $1.695 million or 2% of the total 10-Year Capital Plan.
  - ✓ Funds for two major *Green Energy Initiatives* sub-projects and one small *Special Project* are expected to be secured through a third party funding.

Chart 4
SOGR Funding & Backlog (In $000s)

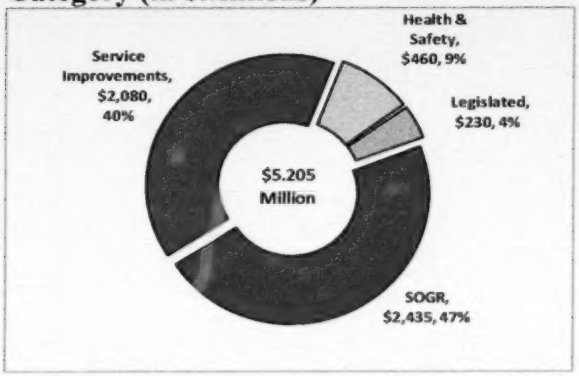


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	2.4	3.5	4.4	4.5	5.3	10.1	8.9	10.1	10.7	11.7
Accumulated Backlog Est.	14.8	16.7	22.3	24.7	31.9	26.3	19.8	16.3	15.6	18.6
Backlog % of Asset Value	2.2%	2.5%	3.3%	3.7%	4.8%	3.9%	3.0%	2.4%	2.3%	2.8%

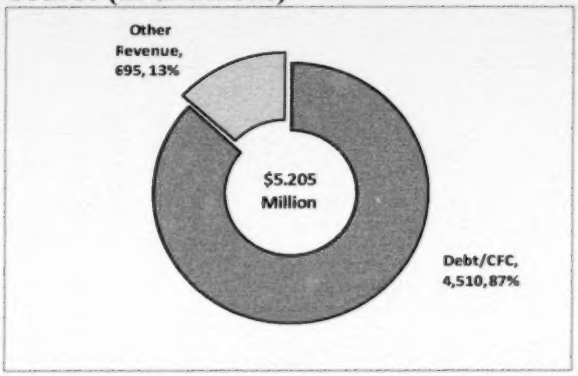
The 10-Year Capital Plan dedicates $71.570 million to SOGR spending over the 10-Year Capital Plan timing horizon, which on average provides $7.517 million annually.

- ✓ Exhibition Place is responsible for 192 acres including 9 buildings designated under the Ontario
- ✓ Heritage Act and a further 20 buildings and structures listed on the City's Inventory of Heritage Properties. These structures have historical and cultural significance. Many of these buildings were constructed before modern energy conservation, lighting, and heating standards were developed.
- ✓ At the end of 2014, Exhibition Place has a backlog of a state of good repair work for infrastructure renewal estimated at $14.616 million, representing 2.2% of the asset replacement value of $666.343 million.
- ✓ As the City's priority is to maintain Exhibition Place's historic buildings and infrastructure; SOGR capital spending is allocated 85.4% of the funding in the 2015 – 2024 Capital Budget and Plan.
- ✓ Exhibition Place continues to assess buildings and perform annual inspections and audits on the grounds to determine needs and avoid health and safety implications for employees, clients and visitors.
- ✓ The 10-Year Capital Plan maintains the current level of SOGR spending allocation in the 2015 - 2019 years, resulting in the backlog increasing to $31.9 million or 4.8% of asset value by 2016.
- ✓ Focussed increases in debt financed SOGR work in the 2020 – 2024 years reduce the backlog to
- ✓ $18.6 million or 2.8% by 2024.
  - ✓ Projects such as the *Coliseum Complex* and *Direct Energy Centre* account for 26% and 37% of the 2020-2024 Capital Plan of $59.693 million

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



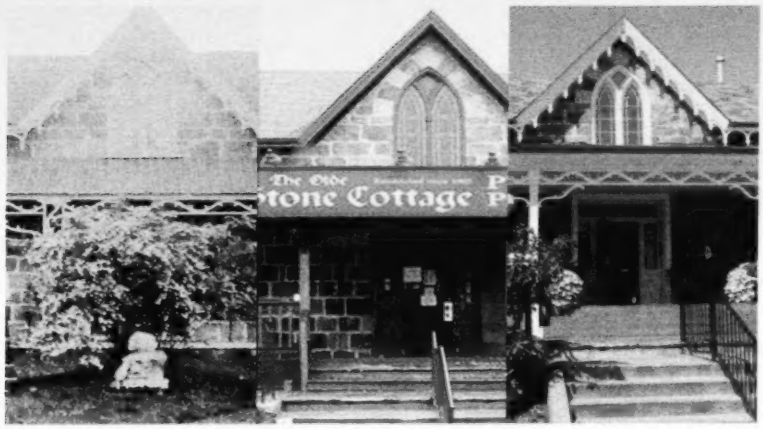
The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $5.205 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

- *Health & Safety and Legislated ($0.690 million, 13%):*
  - Funding for Health & Safety, and Legislated projects in 2015 will ensure Exhibition Place is in compliance with the fire safety codes and health regulations.
- *State of Good Repair (SOGR) ($2.435 million, 47%):*
  - In 2015, SOGR projects will fund asset maintenance costs and repair work at various buildings such as the parking office relocation ($0.200 million) and roof replacements ($0.550 million).
- *Service Improvements ($2.080 million, 40%):*
  - Exhibition Place mandates to improve its service through such sub-project as Festival Plaza Development ($0.700 million) for the upcoming Pan Am Games 2015.

The 2015 Capital Budget is financed primarily by:

- *Debt ($224.7 million, 67.6%)*
  - Includes increased investment above the original debt guideline for 2014 by $11.691 million primarily provide funding for Interim Rehabilitation of Roads and Sidewalks.
- *Reserve and Reserve Funds ($69.8 million, 21.0%)*
  - Primarily for SOGR work on the F.G. Gardiner expressway and major road rehabilitation. Reserve funding also for Bike Plan projects and neighbourhood improvement projects.
- *Development Charges ($17.3 million, 5.2%)*
  - Development Charge funding has been maximized for eligible projects.
- *Other Revenues ($20.5 million, 6.2%)*
  - For example, Section 37 funding dedicated to traffic control signal installation and construction of local road projects, and funding from TTC for its track replacement work on the City's right of way



2015 Operating Budget Overview

Heritage Toronto raises awareness of Toronto's architectural, archaeological, natural and cultural heritage by delivering volunteer-led walks, bus and cycling tours around the City, installing heritage plaques and markers to commemorate buildings and events, and producing the annual Heritage Toronto Awards event.

Heritage Toronto

2015 Operating Budget Highlights

The total cost to deliver these services to Toronto residents in 2015 is $0.312 million net as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	774.5	761.3	(13.2)	(1.7%)
Gross Revenues	462.7	449.5	(13.2)	(2.9%)
Net Expenditures	**311.8**	**311.8**	**0.0**	**0.0%**

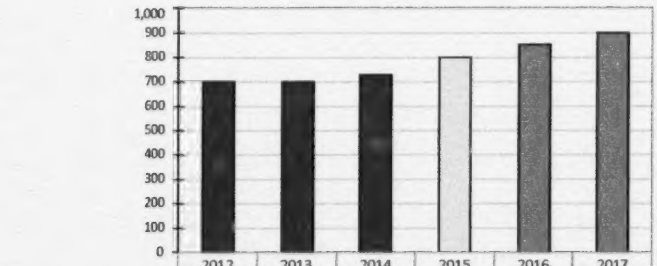
The 2015 Operating Budget for Heritage Toronto equals the 2014 Approved Operating Budget and meets the budget target of 0% increase.

Fast Facts

- Heritage Toronto delivered121 heritage tours and 4 heritage lectures in 2014.
- Heritage Toronto unveiled 14 and installed 41 plaques and markers and posted 20 on-line publications in 2014.
- Heritage Toronto successfully delivered "Turning Up" Black History Month programming and 5 symposiums leading to the *State of Heritage Report*
- Over 3,350 people have registered to receive Heritage Toronto's e-newsletter

Trends:

Heritage Toronto Awards Attendance



- The number of participants in the Heritage Toronto Tours has been steadily growing, resulting in increasing average donation per tour from $57 in 2011 to a projected $65 in 2015.
- Heritage Toronto Awards attendance has been increasing over the years from 700 attendees in 2012 to projected 800 attendees in 2015.

2014 Key Service Accomplishments

Programming Expansion

- Increased outreach to heritage and culture sector through the *State of Heritage Report* consultations and programming.
- Expanded Tours Program, including pilots to reach tourism and educational markets, and with tours focused on reaching newcomers and diverse cultural communities.
- Expanded Plaques and Markers Program to meet growing demand.

Marketing and Promotion

- Increased survey response rates and conducted more robust data analysis to inform marketing and programming decisions.

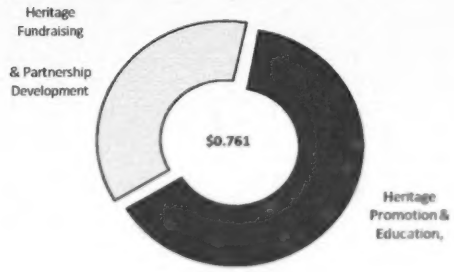
Our Service Deliverables for 2015

Heritage Toronto continues to work on increasing awareness about the importance of the City of Toronto's shared heritage and cultural assets among the general population and visitors. The 2015 Operating Budget will fund:

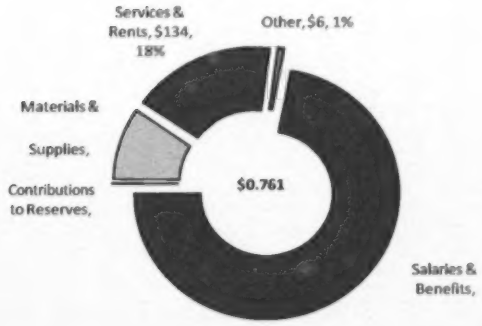
- Delivery of 105 heritage tours which include walking, cycling, bus and boutique tours in multiple languages.
- Creation of 40 and unveiling of 15 plaques and markers around the City.
- Delivery of 6 heritage lectures: Heritage Toronto strives to deliver and promote at least one heritage lecture every two months.
- Preparation and release of the *State of Heritage Report* in January 2015.
- Further development of the social media network to increase marketing for all programs.
- Building public awareness about Toronto's heritage assets: Heritage Toronto saw increased participation in its programs in 2014 and expects this growth to continue as it further partners with local diverse cultural organizations and historical societies to deliver programs such as the Earl Bales Park Natural Heritage Project which will launch in Spring/Summer 2015.
- Continuation of existing and new partnerships: Heritage Toronto will continue to pursue new partnerships and build on existing ones in order to integrate diverse cultural organizations into ongoing programs.

Where the money goes:

2015 Budget by Service
$0.761 Million

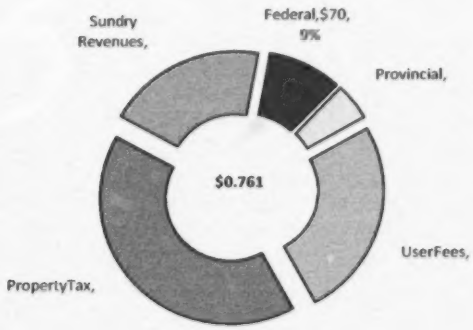


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Requirements for Additional Space** – Heritage Toronto needs to secure additional location that will give the Program exhibit and programming space to better partner with community organizations and display Toronto's heritage.
  - ✓ Heritage Toronto is in the process of negotiating with the City of Toronto to finalize the required additional office and programming space.
  - ✓ The new marketing assistant position approved last year will also enable Heritage Toronto to further develop existing and create new opportunities for partnership development and fundraising

2015 Operating Budget Highlights

- The 2015 Operating Budget will enable Heritage Toronto to maintain 2014 service levels and continue the following:
  - ✓ Deliver various heritage walking, cycling, bus and boutique tours;
  - ✓ Create and unveil a number of plaques and markers around the city;
  - ✓ Deliver at least one heritage lecture every two months; and
  - ✓ Release the *State of Heritage Report*

Program Map

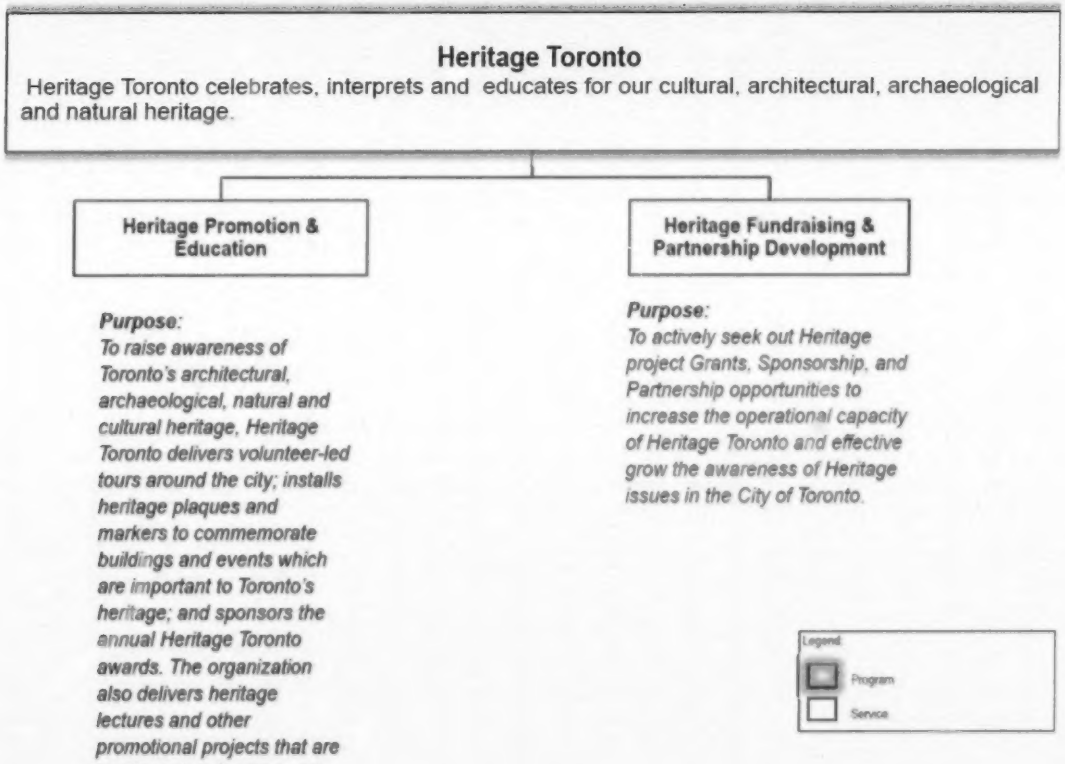

Heritage Toronto
Heritage Toronto celebrates, interprets and educates for our cultural, architectural, archaeological and natural heritage.
Heritage Promotion & Education
Purpose:
To raise awareness of Toronto's architectural, archaeological, natural and cultural heritage, Heritage Toronto delivers volunteer-led tours around the city; installs heritage plaques and markers to commemorate buildings and events which are important to Toronto's heritage; and sponsors the annual Heritage Toronto awards. The organization also delivers heritage lectures and other promotional projects that are contingent on funding and community partnerships.
Heritage Fundraising & Partnership Development
Purpose:
To actively seek out Heritage project Grants, Sponsorship, and Partnership opportunities to increase the operational capacity of Heritage Toronto and effective grow the awareness of Heritage issues in the City of Toronto.
Legend
Program
Service

Table 1

2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes $	2015 vs. 2014 Budget Approved Changes %	Incremental Change 2016 and 2017 Plan 2016 $	2016 %	2017 $	2017 %
By Service	$	$	$	$	$	$	%	$	%	$	%
Heritage Promotion & Education											
Gross Expenditures	497.2	493.1	484.0		484.0	(13.2)	(2.7%)				
Revenue	385.7	293.5	372.5		372.5	(13.2)	(3.4%)				
Net Expenditures	111.5	199.6	111.5	-	111.5	-		-		-	
Heritage Fundraising & Partnership Development											
Gross Expenditures	277.3	277.4	277.3		277.3	-					
Revenue	77.0	165.2	77.0		77.0	-					
Net Expenditures	200.3	112.2	200.3	-	200.3	-		-		-	
Total											
Gross Expenditures	774.5	770.5	761.3		761.3	(13.2)	(1.7%)				
Revenue	462.7	458.7	449.5		449.5	(13.2)	(2.9%)				
Total Net Expenditures	311.8	311.8	311.8	-	311.8	-		-		-	
Approved Positions	7.0	7.0	7.0	-	7.0	-					

The 2015 Operating Budget for Heritage Toronto of $0.761 million gross and $0.312 million net equals the 2014 Approved Budget and meets the budget target of a 0% increase.

- The reduction of $0.013 million for gross expenditures and revenues, for a net zero change, reflects a reversal of one-time funding for heritage plaques that was approved by Council in 2014.
- The 2015 Operating Budget does not include any service changes or new and enhanced service priorities.
- The 2016 and 2017 Plans do not reflect any expenditure or revenue changes as Heritage Toronto does not anticipate any service level changes and plans to absorb any future inflationary cost increases.

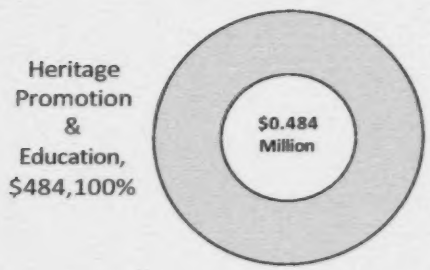
Heritage Promotion & Education

Heritage Promotion & Education

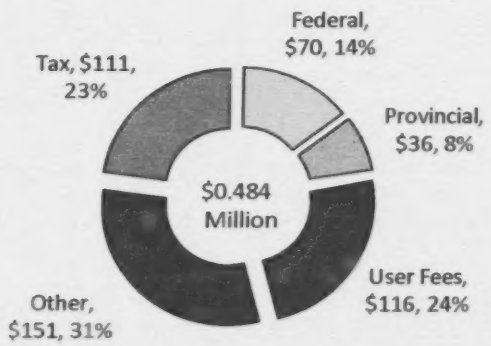
What We Do

- Raise awareness of Toronto's architectural, archaeological, natural and cultural heritage.
- Deliver volunteer-led walks, cycling and bus tours around the City.
- Install plaques and markers to commemorate buildings and events which are important to Toronto's heritage.
- Deliver heritage lectures and other promotional projects that are contingent on funding and community partnerships.

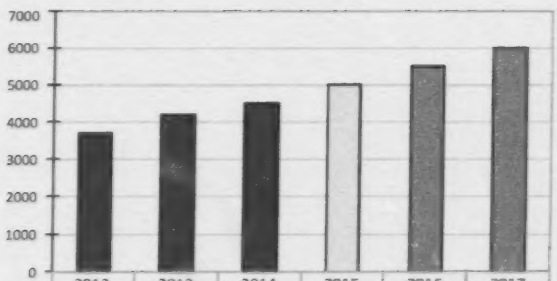
2015 Service Budget by Activity



Service by Funding Source



Key Output Measures



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
Number of Participants in HeritageWalks	3,700	4,200	4,506	5,000	5,500	6,000

- In 2014, 4,506 individuals participated in Heritage Walks.
- As popularity of heritage walks grows, the Program set a future target of 5,000 participants in 2015, 5,500 in 2016 and 6,000 in 2017.

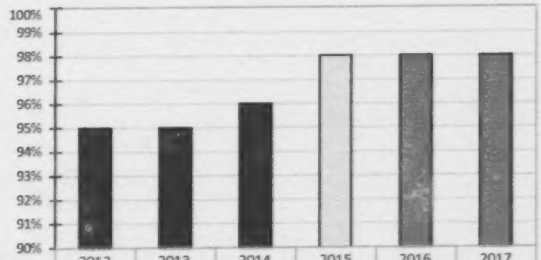
2015 Service Levels
Heritage Promotion & Education

Type	Sub-Type	Status	Approved Service Levels 2012	2013	2014	Approved 2015
Plaques and Markers		Approved	Install 80 plaques and markers on an annual basis		Install 40 plaques and markers on an annual basis	Install 40 plaques and markers
Heritage Awards		Approved	Annual Heritage Awards presented with a focus on increasing audience to 900 people			Annual Heritage Awards presented with a focus on increasing audience to 900
Heritage Lectures		Approved	Deliver one heritage lecture per quarter			Deliver one heritage lecture every two months
Heritage Tours	Bike Tours	Approved	In pilot phase	Test rides in Etobicoke, Scarborough and North York	10% growth in Bike Tours	10% growth in Bike Tours
	Bus Tours	Approved	Establish programming partnerships	Test tours with City of Toronto Culture and Ontario Black History society	10 % growth in Bus Tours	10% growth in Bus Tours
	Walk Tours	Approved	Increase the number of walks by 10%	Diversity from Walk Tours to Tours Program (i.e. bus, cycling and paid boutique walks)	10% growth in Walk Tours	10% growth in Walk Tours
Liaisons & Consultations		Approved	Have 100% representation of all Heritage organizations to contribute to the performance report	Begin plans for the 2014 Heritage Voices report	Have 100% representation of all Heritage organizations to contribute to the performance report	Have 100% representation of all Heritage organizations to contribute to the performance report
Print/On-line Publications		Approved	Provide new monthly cultural contributions to the on-line publications	Update Website to better share archival publications	Provide new monthly cultural contributions to the on-line publications	Provide new monthly cultural contributions to the on-line publications

The 2015 Service Levels for Heritage Promotion & Education service are consistent with the approved 2014 Service Levels. In 2015, Heritage Toronto will deliver one heritage lecture every two months for a total of 6 lectures a year, which is an increase of 2 lectures per year from 2014.

Service Performance

Customer Satisfaction Measure



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
Customer Satisfaction with Heritage Toronto Walks	95%	95%	96%	98%	98%	98%

- Heritage measures the satisfaction levels of customers with the Heritage Walks through surverys.
- Customer satisfaction with Heritage Walks has been at 95% in 2012 and 2013 and at 96% in 2014.
- Heritage Toronto is projecting that customer satisfaction will increase to 98% for the 2015 and future years

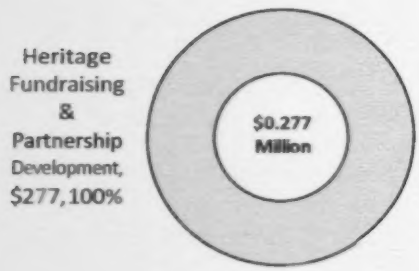
Heritage Fundraising & Partnership

Heritage Fundraising & Partnership Development

What We Do

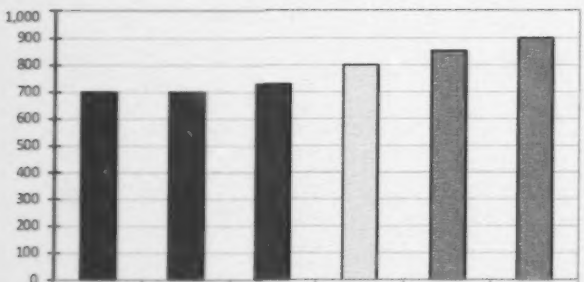
- Actively seek out Heritage project grants, sponsorship and partnership opportunities to increase the operational capacity of Heritage Toronto and effectively grow the awareness of heritage issues in the City of Toronto.

2015 Service Budget by Activity



Service by Funding Source

Key Output Measures



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
Heritage Toronto Awards Attendance	700	700	728	800	850	900

- 700 people attended Heritage Toronto Awards in 2012.
- In 2014, 728 people attended the Awards and it is projected that 800 will attend in 2015 and 850 in 2016.
- Heritage Toronto tracks attendance for the Heritage Awards which create an opportunity for the Program to raise funding through increased sponsorship and awareness of Heritage Toronto's work.

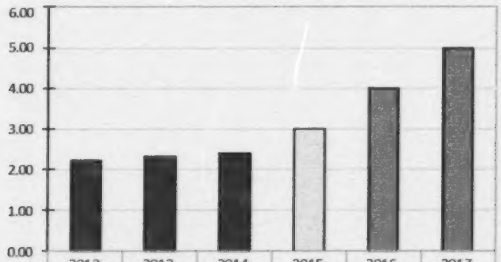
2015 Service Levels
Heritage Fundraising & Partnership Development

		Approved Service Levels			Approved
Type	Status	2012	2013	2014	2015
Fedral Grants	Approved	15% of operations funded from Federal Grants	Maintain 15% of operations funded from Federal Grants	15% of operations funded from Federal Grants	15% of operations funded from Federal Grants
Provincial Grants	Approved	25% of operations funded from Provincial Grants	Maintain 25% of operations funded from Provincial Grants	25% of operations funded from Provincial Grants	25% of operations funded from Provincial Grants
Charitable Donations	Approved	In pilot phase	Increase the number of donations to HT by 10%	Increase the number of donations to HT by 10%	Increase the number of donations to HT by 10%
Corporate Sponsorship	Approved	Longterm commitments from corporate sponsors around 5%	Longterm commitments from corporate sponsors around 5%	Longterm commitments from corporate sponsors around 5%	Longterm commitments from corporate sponsors around 5%
Partnerships	Approved	Retain 25% of secured partnership value for Heritage Toronto operations	Retain 25% of secured partnership value for Heritage Toronto operations	Retain 25% of secured partnership value for Heritage Toronto operations	Retain 25% of secured partnership value for Heritage Toronto operations

The 2015 Service Levels for Heritage Fundraising & Partnership Development service are consistent with the approved 2014 Service Levels.

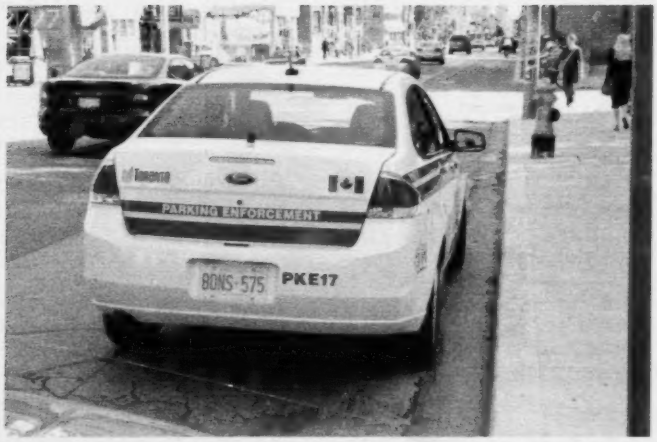
Service Performance

Heritage Fundraising & Partnership Development



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
Average Donation per Person to HT Walks	2.22	2.30	2.40	3.00	4.00	5.00

- Heritage Toronto received an average donation of $2.22 per person for Heritage Toronto Walk in 2012, $2.30 in 2013 and $2.40 in 2014.
- In 2015, the Program projects it will achieve an average donation of $3.00 per person.
- Fundraising and sponsorships are increasingly important revenue generating activities which determines Heritage Toronto's ability to meet its key service objectives and reduce its reliance on City funding.



Parking Tags Enforcement and Operations

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $63.461 million as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	61,383.4	63,461.2	2,077.8	3.4%
Gross Revenues	84,380.2	95,270.0	10,889.8	12.9%
Net Expenditures	**(22,996.8)**	**(31,808.8)**	**8,812.0**	**(38.3%)**

The 2015 Budget will see an overall of $8.812 million from 2014, primarily due to the addition of two dedicated court rooms for judicial processing of parking tickets. As a result, expenditures are expected to increase by $2.078 million, while parking ticket revenues are expected to increase by $10.890 million due to increased "no standing or stopping" fines during rush hour, the continuation of the Habitual Offender Program and the Fixed Fine System.

2015 Operating Budget Overview

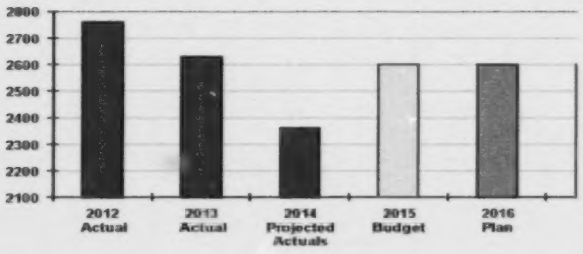
Parking Tags Enforcement and Operations provides safe and efficient free flow of traffic by responding to local neighbourhood parking concerns, 7 days a week, 24 hours a day. The Program collects and processes fines for issued parking infraction tickets.

Fast Facts

- Parking Enforcement Officers are hired and trained as a class consisting of between 20 and 30 Officers.
- Approximately 2.6 million tickets are issued every year, of which 300,000 are disputed in court.
- Approximately 25,000 vehicles are towed each year in relation to parking and enforcement violations.

Trends:

Parking Ticket Issuance



- The number of parking tickets being issued is projected to remain stable over the next three years.
- Approximately one out of every four tickets issued is cancelled under the new Parking Cancellation Guideline By-law.

2014 Key Service Accomplishments

- ✓ Development of a Habitual Offender Program, scheduled for implementation in early 2014 for parking ticket offenders who have 3 or more parking tickets outstanding. This program will authorize the Toronto Police - Parking Enforcement Unit to tow vehicles identified as a Habitual Offender.
- ✓ Implemented the Council approved increase in "No Standing, No Stopping and No Parking" fines issued during rush-hour periods.
- ✓ Implemented the Fixed Fine System, which establishes a set fine amount that applies when a parking fine recipient requests a trial, and the trial results in a conviction, reducing the incentive to file a trial request on basis of seeking a reduced fine.
- ✓ Participation in the launch of the "Pay by Cell" Project with the Toronto Parking Authority. This Project allows drivers to pay parking meters with cell phones or smart phones.
- ✓ Issued 2,363,000 parking tickets (projected) by Parking Enforcement Officers (PEO), Municipal Law Enforcement Officers (MLEO) and Police Constables (PC) in 2014.

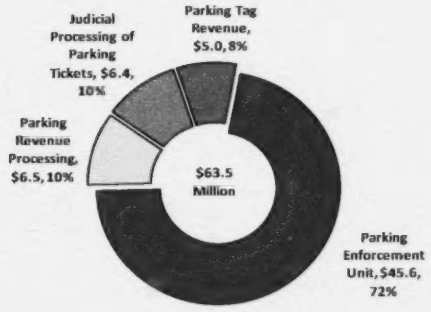
Our Service Deliverables for 2015

Parking Tags Enforcement and Operations is comprised of 4 inter-related services, each of which promotes the safe and efficient free flow of traffic. The 2015 Operating Budget will provide funding for the following services:

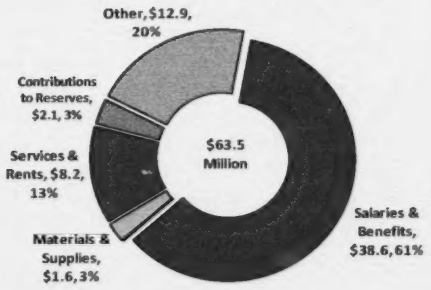
- The Parking Enforcement Unit ensures the safe and orderly flow of traffic and regulates parking by enforcing the Parking By-laws through the issuance of parking tickets to illegally parked vehicles and the training of Municipal Law Enforcement Officers (MLEO's) who are empowered to issue parking tickets on private and municipal properties.
- Revenue Services is responsible for the processing and collection of fines for all parking tickets issued in the City of Toronto.
- Court Services schedules and supports Part II (Parking Ticket) Trials of the Provincial Offences Act. This includes the receipt and file maintenance of all parking infraction trial requests that are delivered to court for adjudication purposes and managing default convictions.
- Parking Ticket Revenues are included in the Non-Program Revenue Budget to track revenues generated by parking tickets issued in order to support parking by-law initiatives and other related City programs.

Where the money goes:

2015 Budget by Service
$63.461 Million

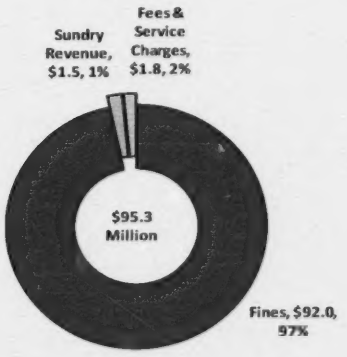

Judicial Processing of Parking Tickets, $6.4, 10%
Parking Tag Revenue, $5.0, 8%
Parking Revenue Processing, $6.5, 10%
$63.5 Million
Parking Enforcement Unit, $45.6, 72%

2015 Budget by Expenditure Category


Other, $12.9, 20%
Contributions to Reserves, $2.1, 3%
Services & Rents, $8.2, 13%
Materials & Supplies, $1.6, 3%
$63.5 Million
Salaries & Benefits, $38.6, 61%

Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Reducing the backlog** of trials for parking ticket disputes.
  - ➢ The 2015 Operating Budget provides an additional $2.078 million for an additional two courtrooms dedicated to the judicial processing of parking ticket disputes.
  - ➢ Continue the Fixed Fine System, which has resulted in a decrease in disputes.
- **Maintaining free flow of traffic during rush hour**.
  - ✓ Continue the increased Rush Hour Route Fines during peak City travel times.
  - ✓ Implement more strict enforcement during rush hours and inform the public.
  - ✓ Respond to public emergencies/needs during rush hour.
- **Responding to changes in Provincial Legislation** such as the Provincial Offences Act and City By-laws.
  - ✓ Continuous training for Parking Enforcement Officers to keep current on By-law amendments.

2015 Operating Budget Highlights

The 2015 Operating Budget of ($8.812 million) provides funding for the following:

- The addition of two courtrooms dedicated to the judicial processing of parking tickets.
- Parking Ticket revenues are expected to increase by $10.890 million as a result of the increased "no standing or stopping" fines during rush hour, the continuation of the Habitual Offender Program and the Fixed Fine System.
- By relocating the Parking Tags Enforcement Headquarters to 330 Progress Avenue, the Parking Enforcement Unit will save $0.507 million in lease costs in 2015.

Program Map

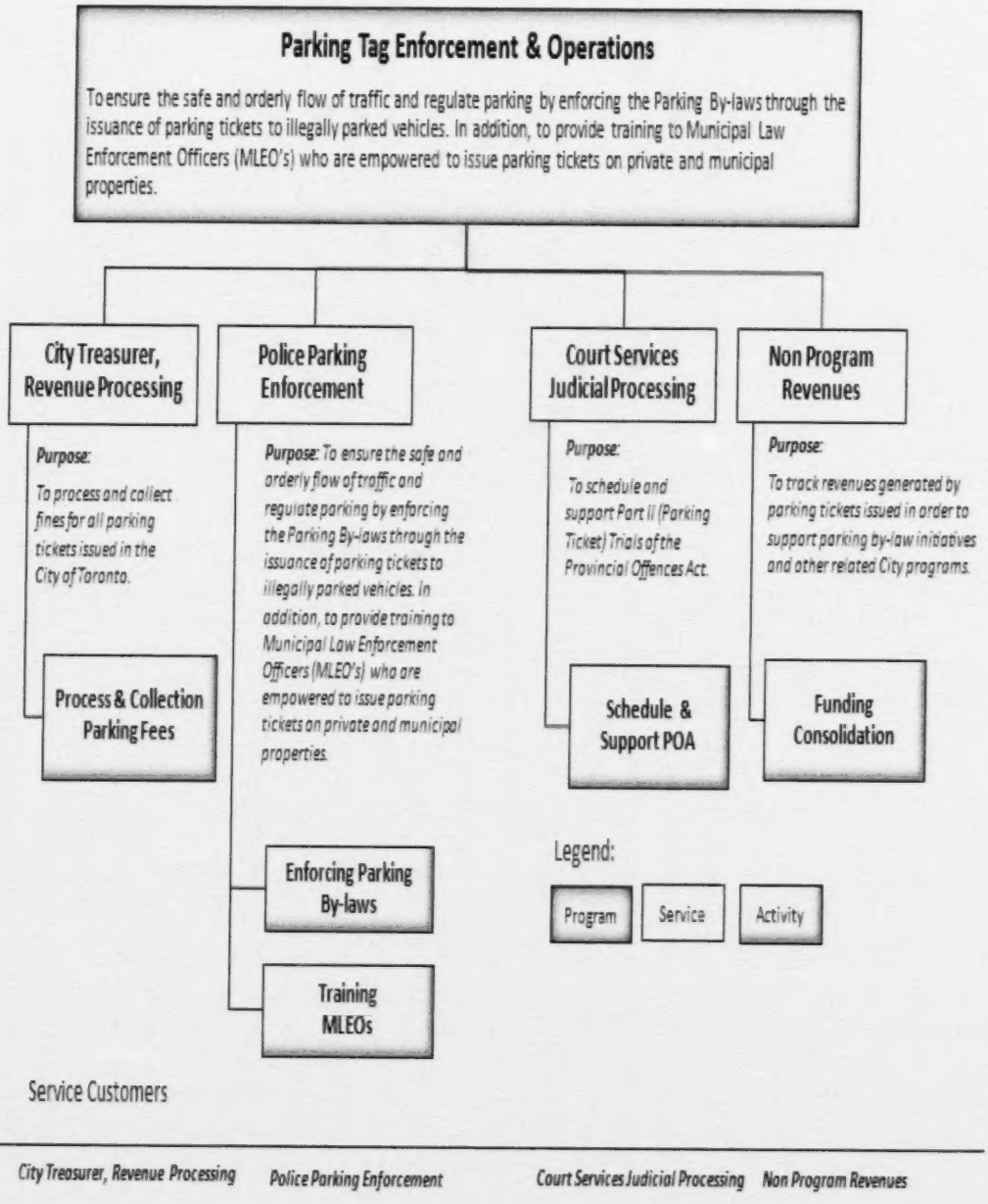

Parking Tag Enforcement & Operations
To ensure the safe and orderly flow of traffic and regulate parking by enforcing the Parking By-laws through the issuance of parking tickets to illegally parked vehicles. In addition, to provide training to Municipal Law Enforcement Officers (MLEO's) who are empowered to issue parking tickets on private and municipal properties.
City Treasurer, Revenue Processing
Police Parking Enforcement
Court Services Judicial Processing
Non Program Revenues
Purpose:
To process and collect fines for all parking tickets issued in the City of Toronto.
Purpose: To ensure the safe and orderly flow of traffic and regulate parking by enforcing the Parking By-laws through the issuance of parking tickets to illegally parked vehicles. In addition, to provide training to Municipal Law Enforcement Officers (MLEO's) who are empowered to issue parking tickets on private and municipal properties.
Purpose:
To schedule and support Part II (Parking Ticket) Trials of the Provincial Offences Act.
Purpose:
To track revenues generated by parking tickets issued in order to support parking by-law initiatives and other related City programs.
Process & Collection Parking Fees
Schedule & Support POA
Funding Consolidation
Enforcing Parking By-laws
Training MLEOs
Legend:
Program
Service
Activity
Service Customers
City Treasurer, Revenue Processing
Police Parking Enforcement
Court Services Judicial Processing
Non Program Revenues

Table 1
2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Police Parking Enforcement											
Gross Expenditures	45,980.2	43,384.9	45,604.8		45,604.8	(375.4)	(0.8%)	215.3	0.5%	218.1	0.5%
Revenue	1,350.1	1,366.1	1,484.6		1,484.6	134.5	10.0%				
Net Expenditures	44,630.1	42,018.8	44,120.2		44,120.2	(509.9)	(1.1%)	215.3	0.5%	218.1	0.5%
Parking Revenue Processing											
Gross Expenditures	6,494.0	6,494.0	6,494.0		6,494.0						
Revenue											
Net Expenditures	6,494.0	6,494.0	6,494.0		6,494.0						
Judicial Processing											
Gross Expenditures	4,909.2	4,909.2	6,362.4		6,362.4	1,453.2	29.6%				
Revenue											
Net Expenditures	4,909.2	4,909.2	6,362.4		6,362.4	1,453.2	29.6%				
Parking Tag Revenue											
Gross Expenditures	4,000.0	4,658.7	5,000.0		5,000.0	1,000.0	25.0%				
Revenue	83,030.1	104,278.8	93,785.4		93,785.4	10,755.3	13.0%	449.4	0.5%	451.7	0.5%
Net Expenditures	(79,030.1)	(99,620.1)	(88,785.4)		(88,785.4)	(9,755.3)	12.3%	(449.4)	0.5%	(451.7)	0.5%
Total											
Gross Expenditures	61,383.4	59,446.8	63,461.2		63,461.2	2,077.8	3.4%	215.3	0.3%	218.1	0.3%
Revenue	84,380.2	105,644.9	95,270.0		95,270.0	10,889.8	12.9%	449.4	0.5%	451.7	0.5%
Total Net Expenditures	(22,996.8)	(46,198.1)	(31,808.8)		(31,808.8)	(8,812.0)	38.3%	(234.1)	0.7%	(233.6)	0.7%
Approved Positions	394.0	399.0	394.0		394.0						

The Parking Tags Enforcement and Operations 2015 Total Operating Budget is $63,461 million gross and ($31.809) million net. The net budget decreased by $8.812 million or 38.3% due to the following:

- At its meeting on February 6 and 7, 2012, City Council approved an increase of $90.00 to "No Standing, No Stopping and No Parking" fines issued during rush-hour periods. The fines move from the current $60.00 to $150.00 and obtained approval of the Set Fine Order by the Senior Regional Justice. This initiative is projected to generate an additional $3.200 million in Parking Tag Revenue in 2015.
- The Habitual Offender Program, implemented in 2014, is an initiative to assist with parking fine collection. It is premised on a model whereby towing of vehicles occurs in cases where the owner has three (3) or more outstanding fines, and those fines remain unpaid for at least 120 days following the latest due date. This initiative is projected to generate an additional $3.200 million in Parking Tag Revenue in 2015.
- The Fixed Fine System has established a set fine amount which applies when a parking fine recipient requests a trial, and the trial results in a conviction. Individuals are now unable to receive any incentive to file a trial request on basis of seeking a reduced fine which is projected to reduce trial requests. This initiative is projected to generate an additional $4.500 million in Parking Tag Revenue in 2015.
- The above increases in revenue generation were partially offset by increased payments to the Ministry of Transportation (Province of Ontario) of $1.000 million in Parking Tag Revenue, and increased interdivisional charges of $0.127 million in Judicial Processing.
- For 2015, the Court Services Division will dedicate an additional two court rooms for the Judicial Processing of parking tickets. This initiative ($1.326 million gross, $0 million net) will assist in relieving the current backlog of offenders awaiting trial.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
COLA, Progression Pay and Fringe Benefits	75.0		75.0	0.1%		75.0		75.0	0.1%	
Materials and Equipment (economic factor)	34.3		34.3	0.1%		35.0		35.0	0.1%	
Facility Rent and Contracted Services	106.0		106.0	0.2%		108.1		108.1	0.2%	
Sub-Total	215.3		215.3	0.3%		218.1		218.1	0.3%	
Anticipated Impacts:										
Increase in Parking Tag Revenue		449.4	(449.4)	0.5%			451.7	(451.7)	0.5%	
Sub-Total		449.4	(449.4)	0.5%			451.7	(451.7)	0.5%	
Total Incremental Impact	215.3	449.4	(234.1)	(0.8%)		218.1	451.7	(233.6)	(0.8%)	

Approval of the 2015 Base Budget for the Parking Tags Enforcement and Operations Program will result in a 2016 incremental net cost of $0.038 million and a 2017 incremental net cost of $0.045 million to maintain the 2014 service levels.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- For 2016 and 2017, $0.215 million and $0.218 million, respectively are projected for inflationary increases, including salaries and benefits, fuel, handheld device costs, computer hardware and contracted services.

Anticipated Impact

- For 2016 and 2017, the incremental revenue is projected to increase by $0.449 million, which is based on actual experience and the expectation that the continuation of the Fixed Fine System and Habitual Offender program will result in an increased collection rate of 82%.

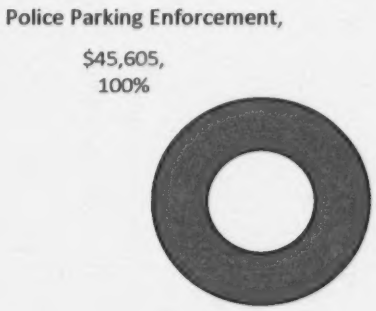
Police Parking Enforcement

Police Parking Enforcement

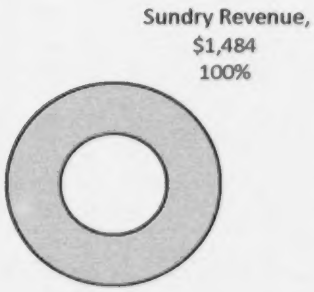
What We Do

- Enforce Parking By-laws: Issuance of parking infraction tickets;
- Parking tag inventory control;
- Handle complaints against Municipal Law Enforcement Officers; and
- Train Municipal Law Enforcement Officers as required.

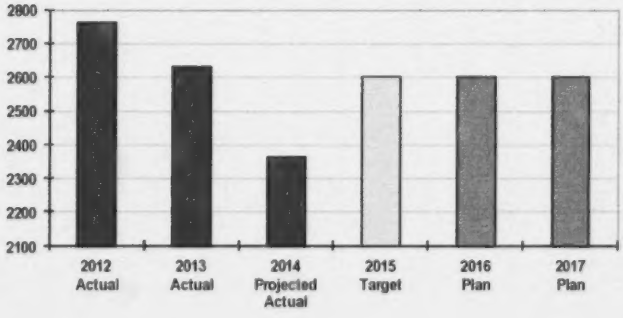
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of Parking Tags Issued (000s)



- Parking tags issued are expected to stabilize in 2015 at 2.6 million
- Decrease in 2014 is mainly due to significant weather events resulting in fewer cars on the road.
- Introduction of Fixed Fine System and increase in fines during rush hour is expected to result in greater compliance.

2015 Service Levels

Police Parking Enforcement

Activity	Sub-Activity/Type	Status	Approved Service Levels 2012	2013	2014	2015
Police Parking Enforcement	Police Parking Enforcement	Approved				Number of parking tags issued: 2.600 million
		Actual	Number of parking tags issued: 2.762 million	Number of parking tags issued: 2.630 million	Number of parking tags issued: 2.363 million (projected)	

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

- The number of parking tags issued in 2015 is expected to be 2.6 million, approximately 237,000 more than expected in 2014.
- Extreme weather contributed to the lower projected parking tags in 2014 as there were fewer cars on the road.
- Parking tag issuance is expected to stabilize at 2.6 million for the next 3 years due to the introduction of the Fixed Fine System and increases to fines during rush hour resulting in greater compliance.

Table 7

2015 Service Budget by Activity

(in $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Police Parking Enforcement											
Gross Expenditures	45,980.2	43,384.9	45,604.8		**45,604.8**	(375.4)	(0.8%)	215.3	0.5%	218.1	0.5%
Revenue	1,350.1	1,366.1	1,484.6		**1,484.6**	134.5	10.0%				
Net Expenditures	44,630.1	42,018.8	44,120.2		**44,120.2**	(509.9)	(1.1%)	215.3	0.5%	218.1	0.5%

The 2015 Operating Base Budget for Police Parking Enforcement of $45.605 million gross and $44.120 million net is $0.509 million or 1.1% lower than the 2014 Approved Net Budget.

- Pressures are being driven by cost of living, progression pay and fringe benefit increases of $0.040 million.
- In 2014, the Parking Tags Enforcement Headquarters relocated to 330 Progress Avenue, which will result in a net savings of $0.507 million attributed to a reduction in lease expenditures for 2015.
- Sundry revenues as a result of towing and other parking enforcement related activities are expected to increase by $0.135 million to reflect actual experience.

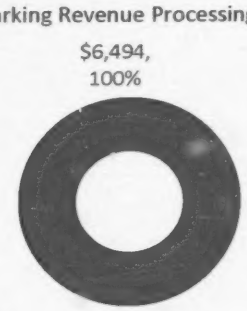
Parking Revenue Processing

Parking Revenue Processing

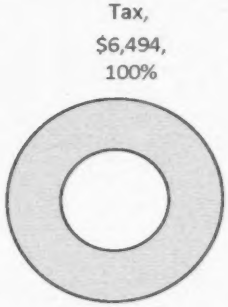
What We Do

- Process and collect fines for all parking tickets issued in the city of Toronto; and
- Provide parking ticket appellants a forum for disputing parking tickets, filing trial requests, obtaining judicial documentation and paying parking tickets through Payment counters / First Appearance Facilities.

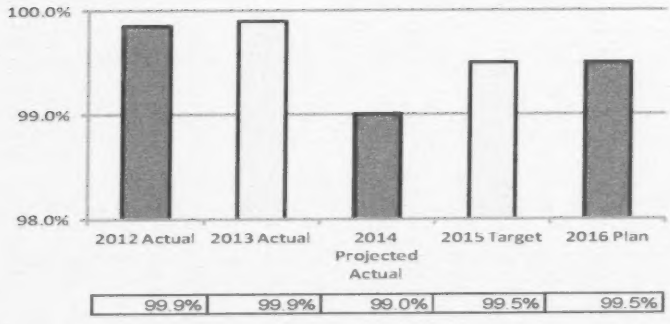
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



% of Parking Tickets Processed Within Legislated Time Frames



- The % of parking tickets processed within legislated time frames was 99.9% over the past 2 years.
- It is anticipated that this trend will decline slightly in 2015 and 2016 due to the introduction of the Fixed Fine System and Habitual Offender Program.

2015 Service Levels

Parking Revenue Processing

Activity	Type	Status	Service Levels				
			2011	2012	2013	2014	2015
Parking Ticket Processing	Parking Ticket	Approved	99.5% of parking tickets processed within legislated timeframes				99.5% of parking tickets processed within legislated timeframes
		Actual	99.90%	99.85%	99.89%	2014 Projected Actual 99.9%	
	Notice of impending Conviction	Approved	99.5% of notices sent within legislated timeframe				99.5% of notices sent within legislated timeframe
	Notice of Fine and Due Date	Approved	99.5% of notices sent within legislated timeframe				99.5% of notices sent within legislated timeframe
	Refunds and adjustments	Approved	100% of refunds and adjustments processed within 14 days				100% of refunds and adjustments processed within 14 days
	Investigations	Approved	Complete all investigations within 15 days				Complete all investigations within 15 days
	Pre-Court Filing	Approved	99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence				99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

Table 7

2015 Service Budget by Activity

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Parking Revenue Processing											
Gross Expenditures	6,494.0	6,494.0	6,494.0		6,494.0						
Revenue											
Net Expenditures	6,494.0	6,494.0	6,494.0		6,494.0						

The 2015 Operating Base Budget for Parking Revenue Processing of $6.494 million gross and net represents no change from the 2014 Approved Net Budget achieving the 0% target.

- Reductions are reflected in the 2015 Operating Budget for Revenue Services, in the Office of the Treasurer.

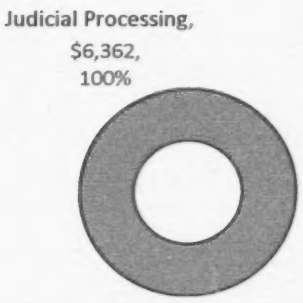
Judicial Processing

Judicial Processing

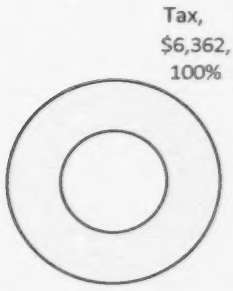
What We Do

- Schedule and support Part II (Parking Ticket) Trials of the Provincial Offences Act.
- Receive and maintain files for all parking infraction trial requests that are delivered to court for adjudication purposes.
- Manage default convictions, including cases that are appeals, re-openings or extensions of times to pay fines.

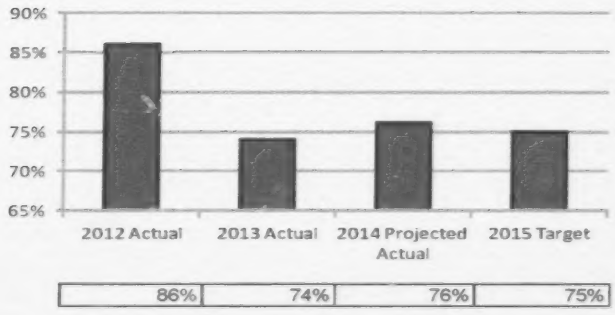
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Conviction Rate (%) - Trial Hearings for Parking Disputes



- Conviction rate for parking disputes are dependent on various factors, including changes to legislations, appearance of Police Officers at trials, technology and quality of information.
- Conviction rates are expected to remain in the 75% range for 2015.

2015 Service Levels

Judicial Processing

Activity	Sub-Activity/Type	Status	Service Levels					
			2012	2013	2014	2015 Target	2016 Plan	2017 Plan
Judicial Processing	Provincial Offences - Parking	Approved	Receive incoming charges within 60 - 75 days			Receive incoming charges within 60 - 75 days	Receive incoming charges within 60 - 75 days	Receive incoming charges within 60 - 75 days

The 2015 Service Level is consistent with the approved 2014 Service Level.

Table 7

2015 Service Budget by Activity

(In $000s)	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Judicial Processing											
Gross Expenditures	4,909.2	4,909.2	6,362.4		6,362.4	1,453.2	29.6%				
Revenue											
Net Expenditures	4,909.2	4,909.2	6,362.4		6,362.4	1,453.2	29.6%				

The 2015 Operating Base Budget for Judicial Processing of $6,362 million gross and net is $1.453 million or 29.6% over the 2014 Approved Net Budget.

- Pressures are being driven by cost of living, progression pay and fringe benefit increases of $0.127 million.
- In order to reduce the current backlog of cases requesting trial, an increase of two dedicated court rooms for parking related trials will result in an increased cost of $1.326 million gross and net to operate them in 2015.

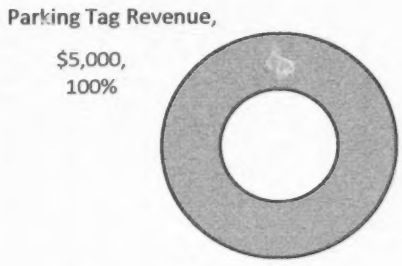
Parking Tag Revenue

Parking Tag Revenue

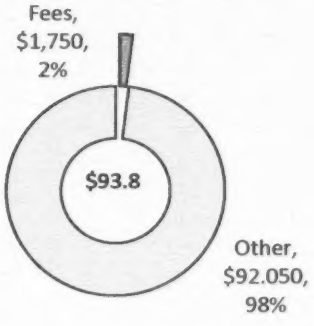
What We Do

- Parking Ticket Revenues are included in the Non-Program Revenue Budget to track revenues generated by parking tickets issued in order to support parking by-law initiatives and other related City programs.

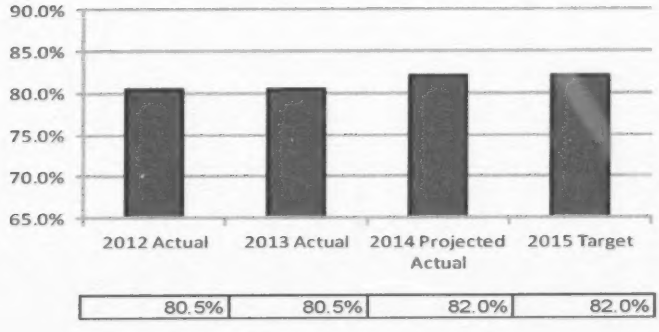
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Collection Rate (%) – Parking Tickets



- The collection rate for parking tickets issued measures the percentage of fines actually collected by the City, where a ticket has been issued for parking violations.
- The collection rate for parking tickets issued increased to projected 82% in 2014, and is expected to continue in 2015 due to the introduction of the Fixed Fine System and Habitual Offender Program.

2015 Service Levels

Parking Tag Revenue

N/A

Table 7

2015 Service Budget by Activity

	2014	2015 Operating Budget						Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Parking Tag Revenue											
Gross Expenditures	4,000.0	4,658.7	5,000.0		**5,000.0**	1,000.0	25.0%				
Revenue	83,030.1	104,278.8	93,785.4		**93,785.4**	10,755.3	13.0%	449.4	0.5%	451.7	0.5%
Net Expenditures	(79,030.1)	(99,620.1)	(88,785.4)		**(88,785.4)**	(9,755.3)	12.3%	(449.4)	0.5%	(451.7)	0.5%

The 2015 Operating Base Budget for Parking Tag Revenue of $5.000 million gross and ($88.785 million) net is $9.755 million or 12.3% lower than the 2014 Approved Net Budget.

- The projected favourable variance is mainly due to additional revenues generated from Increased "No Standing, No Stopping and No Parking" fines during rush-hour periods of $90.00 (from $60.00 to $150.00); the Habitual Offender Program, in which vehicles are towed when the owner has three or more outstanding fines, and those fines remain unpaid for at least 120 days following the latest due date; and the Fixed Fine System reducing the incentive for individuals who have received a parking ticket to file a trial request on basis of seeking a reduced fine.

Impact of the 2014 Operating Variance on the 2015 Budget

- The "No Standing, No Stopping and No Parking" fines during rush-hour, Habitual Offender Program and Fixed Fine System are projected to generate an additional $10.755 million in 2015, which is reflected in the 2015 Operating Budget.

2015 Operating Budget Overview

The 3 City-owned and operated Theatres promote theatrical, artistic, and cultural programming in the community through convenient and cost-effective access to state of the art venues that support multi-cultural, not-for-profit, and corporate events.

Fast Facts

- *Sony Centre for the Performing Arts* offers a 3,191-seat auditorium and is Canada's largest soft seat theatre.
- *St. Lawrence Centre for the Arts* houses 2 theatres: the 876-seat Bluma Appel theatre and the 498-seat Jane Mallet theatre.
- *Toronto Centre for the Arts* will have 4 theatres by 2015: the new 300-seat Greenwin Stage Tower theatre; the 550-seat Lyric Theatre; the 1,036-seat George Weston Recital Hall; and the 200-seat Studio Theatre

Theatres

2015 Operating Budget Highlights

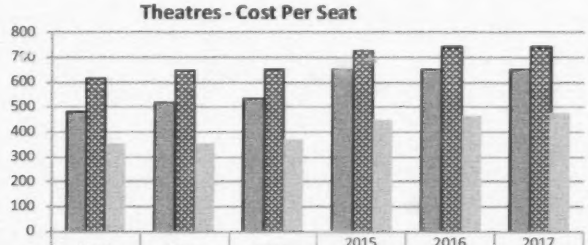
The total cost to operate the 3 City-owned theatres in 2015 is $23.126 million as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	22,161.2	23,126.2	965.0	4.4%
Gross Revenues	17,403.8	17,978.4	574.6	3.3%
Net Expenditures	**4,757.4**	**5,147.7**	**390.3**	**8.2%**

In 2015, Theatres face a net pressure of $1.388 million.
Through on-going operational efficiencies, base expenditure and revenue changes, the Theatres were able to partially offset these pressures, resulting in an 8.2% net increase over the 2014 levels of service.

Trends:

Number of Participant Visits for Recreation Programs



	2012	2013	2014	2015 Budget	2016 Plan	2017 Plan
Sony Centre	481	518	533	653	653	653
St. Lawrence Centre	617	649	651	729	744	746
Toronto Centre	356	356	368	453	464	476

- The cost per seat generally increases gradually to reflect the cost of inflation, but can also fluctuate from year to year depending on the level of stage activity taking place in the Theatre which impacts the total facility operation costs.
- The cost per seat for *Toronto Centre for the Arts* experienced a 37% increase in 2014 due to the re-configuration of the Main Stage Theatre which resulted in 877 fewer seats and a higher cost per seat.

2014 Key Service Accomplishments

Sony Centre for the Performing Arts

- Launched the Education & Outreach & Animation program (E&O&A) that offered 30 community
- courses to 350 people, hosted 2 school visits to over 200 students, and held 2 pre-show chats to over 500 attendees.
- The backstage area was returned to operations that provided 35,000 square feet of space which include multiple rooms such as the rehearsal hall, lounge, wardrobe room, and staff offices.
- Participated in the Theatres Working Group as part of the advisory committee and voice for the Centre.
- Staff retention and successful transition to a new Board and new CEO while maintaining the Centre's major donor.
- Achieved 71% of attractions budgeted and 125% of budgeted corporate events.

St. Lawrence Centre for the Arts

- Collaborated with the Theatres Working Group to examine the role of the three civic theatres,explore ways to make the theatres more viable and efficient.
- Hosted three concerts presented by the Toronto Jazz Festival for the first time in over 15 years. Hosted the Miss Universe Canada Pageant for the fourth consecutive year.
- Hosted two Luminato presentations; 'Kontakthof" by renowned German dance company Tanztheater Wuppertal for four sold-out shows in the Bluma and "Card Table !rtifice" featuring RH Thomson and the magic of David Ben for two performances in the Jane.
- Had a successful run of Canadian Stage shows including the production of "Venus In Fur" and Robert LePage's "Needles and Opium" which is scheduled for a remount in 2015.
- Booked a total of 127 days in the Bluma Appel Theatre and 101 days in the Jane Mallett Theatre.

Toronto Centre for the Arts

- Commenced the Main Stage re-configuration capital project which is now completed in 2015 for the Greenwin Stage Tower theatre.
- Continued to participate in the Theatre Working Group with the goal of defining a more efficient operating model for the three City-owned civic theatres including the Toronto Centre for the Arts.
- Continued to work with North York Arts to establish a permanent home at the Toronto Centre for the Arts that includes a dedicated arts hub and office space. This strategic partnership will provide the Toronto Centre for the Arts with a link to the community arts organizations in the northern end of the City of Toronto.

Our Service Deliverables for 2015

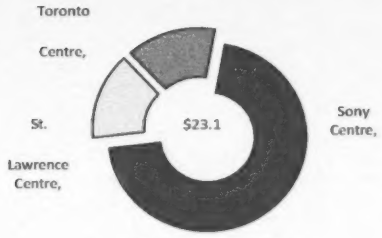
The civic theatres endorse culture, arts and theatre by programming a full range of high quality performances and events for both corporate and not-for-profit artists.

The 2015 Operating Budget provides funding for the 3 City-owned and operated theatres:

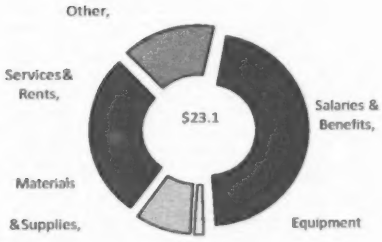
- *Sony Centre for the Performing Arts* offers multi-functional space, comprehensive event services, state-of-the-art lighting and sound systems, and a world class stage. The Theatre will build the Centre's brand of excellence in programming performances with diverse appeal to all of Toronto's residents.
- *St. Lawrence Centre for the Arts* provides state-of-the-art facilities to Toronto's not-for-profit performing arts companies and local communities at an affordable cost. The Centre will continue to attract a wide range of cultural and artistic events, with select corporate and for-profit presenters.
- *Toronto Centre for the Arts* offers a first class venue for a full range of performing arts. The Centre will become the most versatile performing arts centre in Toronto. It will build strategic links with the local arts community and seek educational and programming partners that will strengthen the operations of the Centre.

Where the money goes:

2015 Budget by Service
$23.126 Million

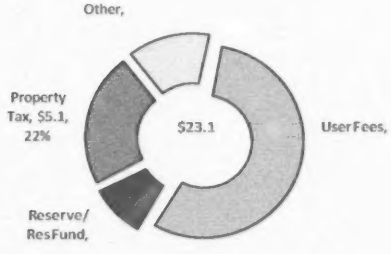


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- Need to develop viable options for the City-owned theatres based in part on the review consideration, by City Staff and the City's Theatre's Working Group, of the "Final Report: Evaluation and Governance and Operational Models for Toronto's Civic Theatres" by NetGain Partners
  - ✓ The comprehensive review will also be based on each theatre's long-term strategic plan and 5-year business plans. Recommendations from the General Manager of Economic, Development and Culture will be included in a report to Council in 2015.

2015 Operating Budget Highlights

- *Sony Centre for the Performing Arts* will continue to strengthen its strong brand strategy, re-establish best practices for networking, sponsorship, and partner opportunities while attracting new corporate rental clients. Net budget is increasing by $0.399 million for new backstage space and utilities changes.
- *St. Lawrence Centre for the Arts* will implement the revised business model that includes an achievable plan for presenting and co-presenting specific shows and events and a plan to attract new resident companies. Net budget is at 2014 level absorbing pressures through lower summer staffing.
- *Toronto Centre for the Arts* will continue to focus on the not-for-profit community arts groups by re-configuring its Main Stage theatre into smaller venues for a total of 6 distinct performance spaces. A unique strategy will be developed for each venue to maximize utilization with minimal financial risks to the City. Net budget is $0.009 million below 2014, resulting from lower forecast activity levels.

Program Map

Theatres

Sony Centre for the Performing Arts

Present and produce artistic programming of the highest quality from around the world to serve and educate audiences from Toronto's diverse cultures. In connection therewith, negotiate complex business programming deals to maximize the financial return to the Centre. Provide a unique performance and meeting venue, complete with state-of-the-art technology and first-class catering services. Operate, maintain and promote (with minimal overhead) the importance of Canada's largest theatre (3,191 seats), a world-class heritage designated performance venue designed by Toronto's most famous architect, Peter Dickinson. Strengthen Toronto's Youth by partnering and collaborating with educational institutions to promote the artistic achievements of our students. Bolster the economy of the St. Lawrence Neighbourhood and attract tourism.

St. Lawrence Centre for the Arts

Serve as home to some of the best not-for-profit theatre and music companies that reside in and produce work in the City of Toronto. Act as the cultural hub for the City and its residents by maintaining a clean, modern and service-oriented theatrical and entertainment facility. As a focus for Toronto-based performing arts and artists, the Centre will continually attract diverse, high quality, cultural, artistic and public events.

Toronto Centre for the Arts

The Toronto Centre for the Arts will become the most versatile performing arts centre in the GTA and a necessary and important part of the cultural lives of the City's diverse population. The Centre will be anchor to the arts community through its role as incubator and partner in promoting the arts. A full range of performing arts will be represented within the programming the Centre has to offer. The Centre will take a leading role in attracting audiences that reflect the full ethnic and social diversity of Toronto's citizens. The Centre embraces its role as an important cultural economic generator and will place strategic emphasis on maximizing the financial benefits to the greater community. The Centre will build important strategic links with the local business and arts community and will seek educational and programming partners that will strengthen the operations of the Centre and its reach into the community.

Theatrical and Other Cultural Events

Purpose:
To promote Theatre, Arts, and Culture in the community through convenient and cost-effective access to state of the art Theatre venues that support multi-cultural, not-for-profit, and corporate events.

Service Customer

Theatrical and Other Cultural Events

- Venue Client for Events
- Event Participant
- 6 local theatre and music resident companies
- Casual venue renters
- Theatre Patrons generally and specifically Multi-cultural and Youth audiences
- Concert attendees
- Cultural Programming Producers
- Educational Institutions

Table 1 Service

2015 Operating Budget and Plan by

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget		New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Sony Centre for the Performing Arts	15,013.3	11,890.0	16,274.6		16,274.6	1,261.3	8.4%		16,274.6	1,261.3	8.4%				
St. Lawrence Centre for the Arts	3,264.3	3,271.4	3,471.2	(24.5)	3,446.8	182.4	5.6%		3,446.8	182.4	5.6%	53.6	1.6%	63.1	1.8%
Toronto Centre for the Arts	3,883.6	3,605.0	3,404.8		3,404.8	(478.8)	(12.3%)		3,404.8	(478.8)	(12.3%)	(30.6)	(0.9%)	(10.5)	(0.3%)
Total Gross Exp.	22,161.2	18,766.4	23,150.6	(24.5)	23,126.2	23,101.7	104.2%		23,126.2	964.9	4.4%	23.1	0.1%	52.6	0.2%
REVENUE															
Sony Centre for the Performing Arts	13,775.3	10,986.1	14,637.2		14,637.2	861.9	6.3%		14,637.2	861.9	6.3%				
St. Lawrence Centre for the Arts	1,516.4	1,683.9	1,698.8		1,698.8	182.4	12.0%		1,698.8	182.4	12.0%	32.3	1.9%	32.2	1.9%
Toronto Centre for the Arts	2,112.1	1,713.0	1,642.4		1,642.4	(469.7)	(22.2%)		1,642.4	(469.7)	(22.2%)	(75.0)	(4.6%)	(25.0)	(1.6%)
Total Revenues	17,403.8	14,383.0	17,978.4		17,978.4	17,978.4	103.3%		17,978.4	574.7	3.3%	(42.7)	(0.2%)	7.2	0.0%
NET EXP.															
Sony Centre for the Performing Arts	1,238.0	903.9	1,637.3		1,637.3	399.3	32.3%		1,637.3	399.3	32.3%				
St. Lawrence Centre for the Arts	1,747.9	1,587.5	1,772.4	(24.5)	1,747.9				1,747.9	0.0	0.0%	21.4	1.2%	30.9	1.7%
Toronto Centre for the Arts	1,771.5	1,892.0	1,762.5		1,762.5	(9.1)	(0.5%)		1,762.5	(9.1)	(0.5%)	44.4	2.5%	14.5	0.8%
Total Net Exp.	4,757.4	4,383.4	5,172.2	(24.5)	5,147.7	390.3	8.2%		5,147.7	390.3	8.2%	65.8	1.3%	45.4	0.9%
Approved Positions	156.5	158.7	163.1		163.1	6.6	4.2%		163.1	6.6	4.2%				

The Theatres' 2015 Total Operating Budget is $23.126 million gross and $5.148 million net. budget increased by $0.390 million or 8.2% due to the following:

- ***Sony Centre for the Performing Arts'*** 2015 Operating Budget is $0.399 million or 32.3% above the 2014 Approved Net Budget for Sony Centre and is driven by the operating costs associated with the renovated backstage space, re-alignment of the utilities budget to reflect actuals, and changes in business mix.
- ***St. Lawrence Centre for the Arts'*** 2015 Operating Budget is on target at 0% increase above the 2014 Approved Net Budget for St. Lawrence Centre. Inflationary pressures on labour and non- labour factors and increases to Facilities Management costs are completely offset by expenditure adjustments to reflect actual usage, revenue changes based on activity levels, and savings in summer staffing costs.
- ***Toronto Centre for the Arts'*** 2015 Operating Budget is $0.009 million or 0.5% below the 2014 Approved Budget for Toronto Centre. Base pressures include salary and non-labour economic factors and a reversal of reserve fund transfer to operating which are offset by expenditure adjustments and base complement changes to reflect changes in activity levels.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Anticipated Impacts:										
St. Lawrence Centre	53.6		21.3			63.1	32.2	30.9		
Toronto Centre	44.4		44.4			14.5		14.5		
Sub-Total	98.0	32.3	65.7			77.6	32.2	45.4		
Total Incremental Impact	98.0	32.3	65.7			77.6	32.2	45.4		

The 2015 Operating Budget for Theatres will not result in any overall net incremental impacts in 2016 and 2017 in order to maintain 2015 service levels.

Future year incremental costs are primarily attributed to the following:

Anticipated Impacts

- St. Lawrence Centre for the Arts forecasts an incremental increase in expenditures and associated revenues due to volume changes in activity.
- Toronto Centre for the Arts expects an incremental increase in salary and benefit costs due to anticipated recoverable crew costs related to future activity levels.

2015 Service Levels
Sony Centre for the Performing Arts

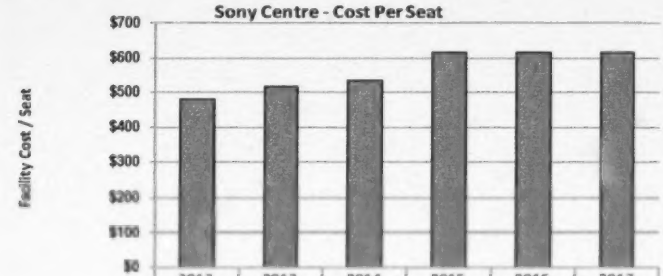
Sub-Activity/Type	Status	Approved Service Levels 2014	Council Approved 2015
Sony Centre Theatre Corporate Events (Sony)	Approved	95% utilization of the 32 day minimum booking target for corporate events	**95% utilization of the 36 day minimum booking target for corporate events**
Sony Centre Theatre Not-for-Profit / multi-cultural Events (Sony)	Approved	95% utilization of the 87 day minimum booking target for not-for-profit / multi-cultural events	**95% ulitization for the 98 day minimum booking target for not-for-profit / multi-cultural events**

Sony Centre for the Performing Arts

The 2015 Service Levels have increased over the 2014 levels to reflect the number of budgeted events and performances based on the business plan.

Service Performance:
Sony Centre for the Performing Arts

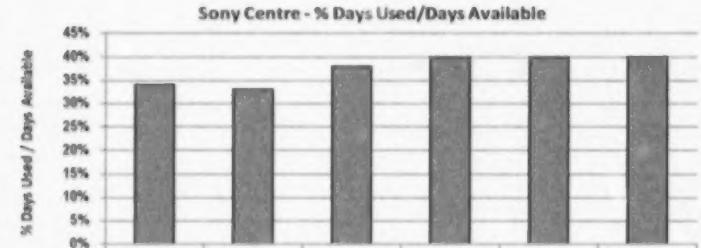
Facility Cost Per Seat



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Plan	2017 Plan
Facility Cost Per Seat	$481	$518	$533	$615	$615	$615

- The cost per seat increased by 11% from 2012 to 2014 due to rising costs in operations as well as higher volumes of activity over the years.
- The 2015 cost per seat includes the increased provision for utilities, as well as the operational costs for the expanded and renovated backstage area.

% Days Used/Days Available



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Plan	2017 Plan
% Days of Use	34%	33%	38%	40%	40%	40%

- The percentage of available days booked to days available (365 days) is steady at 33-38% between 2012 and 2014 which reflects the sluggish market conditions.
- The 2015 and future year usage of the Centre is targeted at 40% based on the number of budgeted bookings.

2015 Service Levels
St. Lawrence Centre for the Arts

Sub-Activity/Type	Status	Approved Service Levels 2014	2015
Bluma Appel Theatre Corporate Events (STLCA)	Approved	55% utilization of the 20 day minimum booking target for corporate events	**60% utilization of the 20 day minimum booking target for corporate events**
Bluma Appel Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	86% utilization of the 126 day minimum booking target for not-for-profit / multicultural events	**88% utilization of the 126 day minimum booking target for not-for-profit / multicultural**
Jane Mallett Theatre Corporate Events (STLCA)	Approved	100% utilization of the 15 day minimum booking target for corporate events	**113% utilization of the 15 day minimum booking target for corporate events**
Jane Mallett Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	100% utilization of the 64 day minimum booking target for not-for-profit / multicultural events	**125% utilization of the 64 day minimum booking target for not-for-profit / multicultural events**
Rehearsal Hall Corporate Events (STLCA)	Approved	100% utilization of the 15 day minimum booking target for corporate events	**35% utilization of the 15 day minimum booking target for corporate events**
Rehearsal Hall Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	90% utilization of the 35 day minimum booking target for not-for-profit / multicultural events	**147% utilization of the 35 day minimum booking target for not-for-profit / multicultural events**

St. Lawrence Centre for the Arts

The 2015 Service Level for the Bluma Appel and Jane Mallet theatres have changed over 2014 levels as a reflection of known bookings budgeted in 2015.

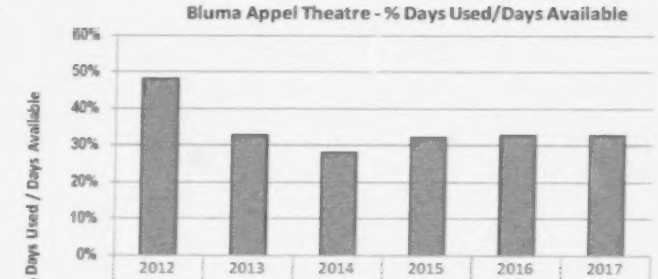
Service Performance
St. Lawrence Centre for the Arts

Facility Cost Per Seat

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Plan	2017 Plan
Facility Cost Per Seat	$617	$649	$651	$729	$744	$746

- The steady increase in the cost per seat at St. Lawrence Centre between 2012 and 2015 is due to rising City building and maintenance charges and utility rate increases.
- Future year increases in cost per seat are estimated at the rate of inflation.

% Days Used/Days Available



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Plan	2017 Plan
% Days of Use	48%	33%	28%	32%	33%	33%

- The percentage of days used to days available (365 days) in the Bluma Appel Theatre declined in 2013 and 2014 primarily because of cancelled Canadian Stage presentations and bookings.
- The percentage of days used is expected to rise in 2015 and is attributed to higher number of days booked for Canadian Stage.
- The Centre projects it will maintain the 2015 utilization rate in 2016 and 2017 based on future Canadian Stage bookings.

2015 Service Levels
Toronto Centre for the Arts

Sub-Activity/Type	Status	Approved Service Levels 2014	Council Approved 2015
The Main Stage Theatre Corporate Events (TCA)	Approved	33% utilization of the 10 day minimum booking target for corporate events	N/A
The Main Stage Theatre Not-for-Profit / multi-cultural Events (TCA)	Approved	14% utilization of the 70 day minimum booking target for not-for-profit / multicultural events	N/A
George Weston Theatre Corporate Events (TCA)	Approved	100% utilization of the 20 day minimum booking target for corporate events	100% utilization of the 20 day minimum booking target for corporate events
George Weston Theatre Not-for-Profit / multi-cultural Events (TCA)	Approved	131% utilization of the 80 day minimum b ooking target for not-for-profit / multicultural events	131% utilization of the 80 day minimum booking target for not-for-profit / multicultural events
The Studio Theatre Not-for-Profit / multi-cultural Events (TCA)	Approved	105% utilization of the 200 day minimum booking target for not-for-profit / multicultural events	**100% utilization of the 200 day minimum booking target for not-for-profit / multicultural events**
Lyric Theatre Corporate Events (TCA)	Recommended	N/A	**100% utilization of the 5 day minimum booking target for corporate events**
Lyric Theatre Not-for-Profit Events (TCA)	Recommended	N/A	**25% utilization of the 67 day minimum booking target for not-for-profit / multicultural events**
Greenwin Theatre Corporate Events (TCA)	Recommended	N/A	**100% utilization of the 11 day minimum booking target for corporate events**
Greenwin Theatre Not-for-Profit Events (TCA)	Recommended	N/A	**100% utilization of the 94 day minimum booking target for not-for-profit / multicultural**

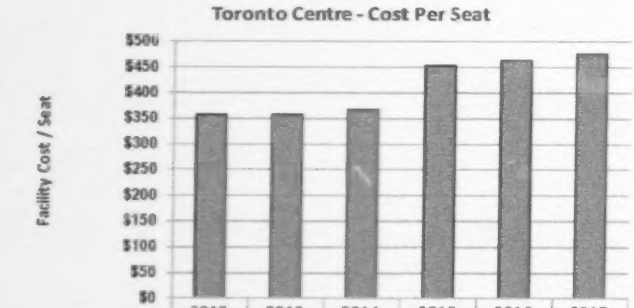
Toronto Centre for the Arts

In October 2014, Toronto Centre began the capital project to re-configure the Main Stage theatre into two smaller venues - the 200-seat Greenwin Stage Tower theatre is now completed for regular operations; and the 550-seat Lyric theatre that has an anticipated completion date of October 2015. As a result, new service levels have been established for the new theatres while the service levels for the Main Stage theatre have been removed.

In general, the 2015 Service Levels for the venues at the Centre reflect the Board approved business plan. The 2015 Service Level for the Studio Theatre has decreased from 2014 levels to reflect demand diverted from the Studio Theatre to the Greenwin Stage Tower Theatre.

Service Performance
Toronto Centre for the Arts

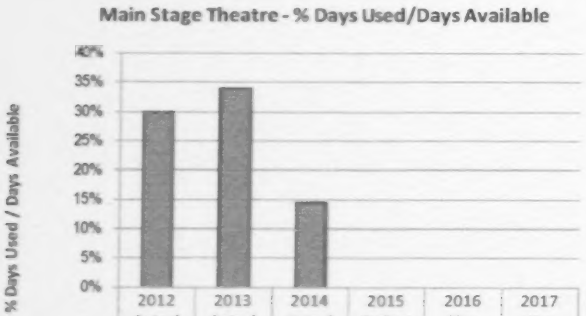
Facility Cost Per Se



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Plan	2017 Plan
Facility Cost Per Seat	$356	$356	$368	$453	$464	$476

- The cost per seat has remained fairly constant between 2012 and 2014 and is expected to increase by 23% in 2015 primarily due to the reduction in total seating arising from the re-configuration of the Main Stage Theatre (1,727 seats) into two smaller venues (850 seats).
- Future year increases in 2016 and 2017 in the cost per seat is expected at the rate of inflation.

% Days Used/Days Available



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Plan	2017 Plan
% Days of Use	30%	34%	15%	0%	0%	0%

- The percentage of days used to days available (300 days per year) in the Main Stage theatre has been declining since 2012 due to reduced programming of this space by Dancap Productions. The days available represents the realistic booking target which is impacted by stage crew costs that are double on Mondays and statutory holidays.
- The further decline in days used in 2014 is due to the continual struggle to program the Main Stage theatre, and the closure and re-structuring of the space into 2 smaller venues which commenced in October 2014.

Sony Centre for the Performing Arts

2015 – 2024 Capital Budget and Plan Overview

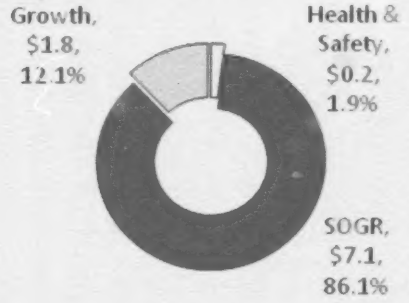
The Sony Centre for the Performing !rts is Canada's largest soft seat theatre. Designated a historical site by the City of Toronto, the Theatre offers a world class stage, state-of-the-art lighting and sound systems, multi-functional space, and event services.

The Theatre recently underwent extensive renovations that restored the elegance of the original O'Keefe Centre with an estimated replacement value of $150 million.

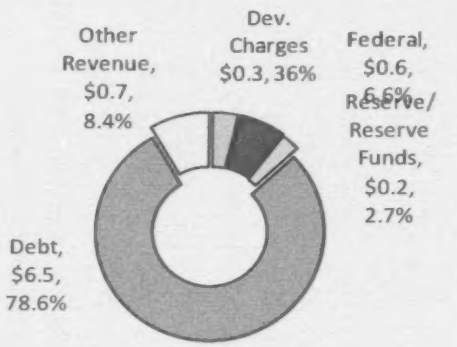
State of Good Repair (SOGR) projects are the primary focus of the 2015–2024 Capital Budget and Plan of $8.293 million and will allow the Centre to fulfill its heritage easement agreement obligations to upgrade the exterior limestone and granite, sidewalk pavers, restore the east and west side grounds, purchase specialized theatrical equipment, and perform various upgrades to the interior and exterior of the building.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Established an agreement with the Developer to remove the temporary dressing room trailers by January 31, 2015 that will allow Sony Centre to continue the Heritage Easement Agreement project on the east side of the Centre.
- Finalized the tender and award process for the Pavers sub-project to start the construction phase in order to meet the 2015 deadline.

Key Challenges & Priority Actions

Completion of key capital projects is dependent on third party players.

- ✓ Sony Centre established an agreement with the Developer to remove the temporary dressing room trailers which will allow the Centre to begin the Heritage Easement Agreement projects on the east side of the Centre.
- ✓ The agency continues to negotiate the contract with the Developer to complete the Public Plaza project on the west side of the Centre.
- ✓ The 10-Year Recommended Capital Plan provides funding of $2.150 million to complete these key capital initiatives.

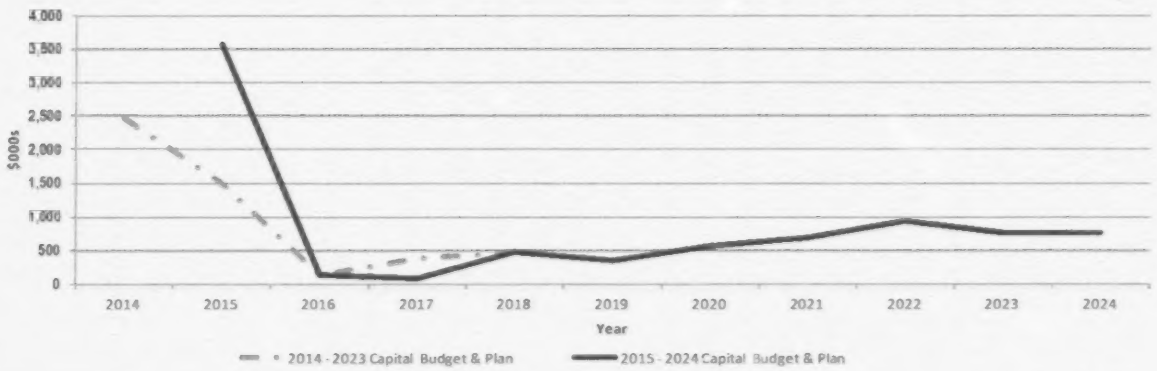
2015 Capital Budget Highlights

The 2015 Capital Budget for Sony Centre of $4.917 million, including carry forward funding, will:

- ✓ Complete construction of the Public Plaza space on the west side of Sony Centre upon completion of the condominium tower ($1.000 million);
- ✓ Continue mandatory exterior building upgrades arising from a Heritage Easement Agreement entered into by Sony Centre with the City as part of the site redevelopment ($2.150 million);
- ✓ Complete state-of-good-repair work to both the interior and exterior of the Centre including:
  - ➢ Purchase and installation of specialized theatrical equipment
  - ➢ Canopy and Stage Tower Roof repairs
  - ➢ Electrical and mechanical upgrades
  - ➢ Elevator repairs
  - ➢ Building Audit

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	2,469	1,498	130	371	477	350	562	687	938	753		8,235
2015 - 2024 Capital Budget & Plan		3,563	130	81	477	350	562	687	938	753	752	8,293
Change %		137.9%	0.0%	-78.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.7%
Change $		2,065	0	-290	0	0	0	0	0	0		58

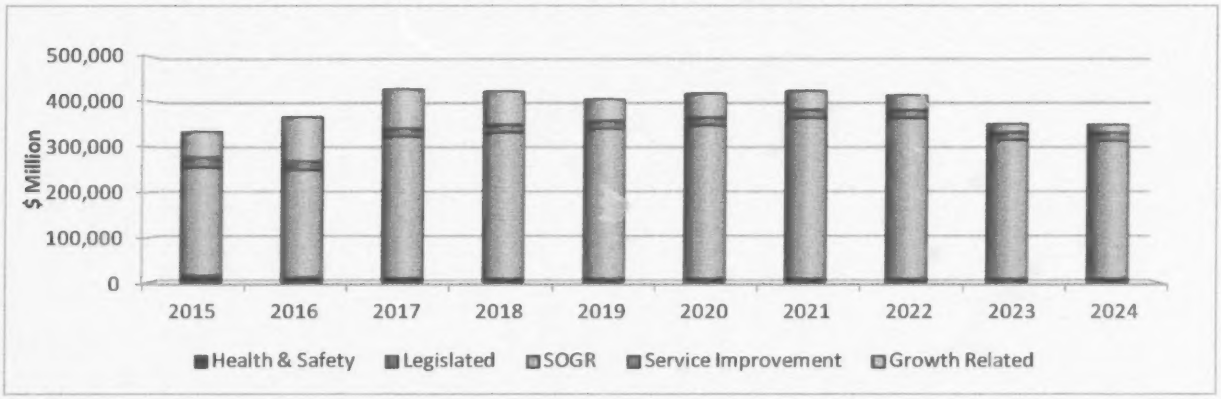
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Life Safety Systems				77				77				154	N/A
Sub-Total	-	-	-	77	-	-	-	77	-	-	-	154	-
State of Good Repair													
Heritage Easement Agreement Upgrades		1,010										1,010	2,150
Upgrades to Permanent Capital Assets		1,553	130	4	477	350	562	610	938	753	752	6,129	N/A
Sub-Total	-	2,563	130	4	477	350	562	610	938	753	752	7,139	2,150
Service Improvements													
Sony Centre Exterior Plaza		1,000										1,000	1,000
Sub-Total	-	1,000	-	-	-	-	-	-	-	-	-	1,000	1,000
Total Expenditures by Category	-	3,563	130	81	477	350	562	687	938	753	752	8,293	3,150

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

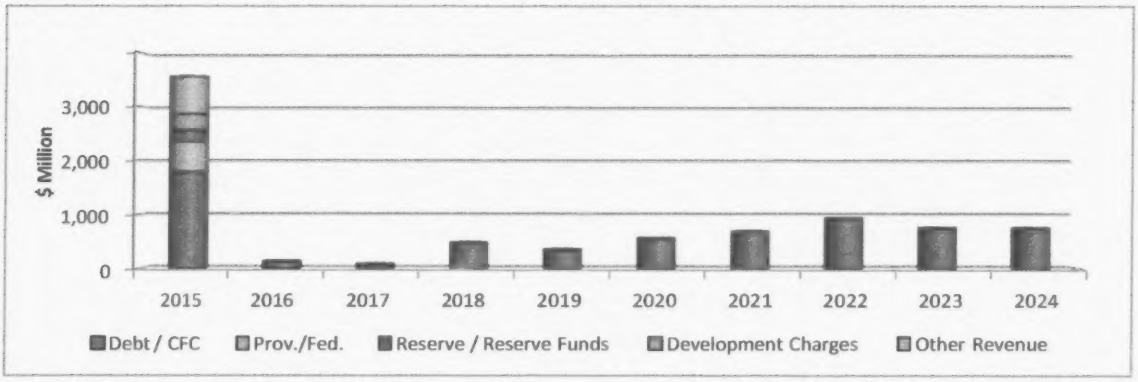


As indicated in the chart above, the 10-Year Capital Plan for Sony Centre of $8.293 million is primarily focussed on State of Good Repair (SOGR) projects which represent 86.1% and Service Improvement projects that account for 12.1% of total funding over the 10-year period.

- The level of funding is significantly higher in 2015 mainly due to the following projects:
  - The Heritage Easement Agreement between the City and Sony Centre requires the completion of heritage upgrades by 2015 to the Centre's exterior limestone and granite cladding, as well as repairs to the sidewalk pavers;
  - The *Specialized Equipment* project must be substantially purchased and installed by March 31, 2015 in order to qualify and receive the Canada Cultural Spaces Fund subsidy;
- The previously approved cash flow funding of $1.000 million has been carried forward from 2013 for the *Sony Centre Exterior Public Plaza* project since the project could not commence due to delays in the completion of the condominium tower.
- The level of funding in the remaining years of the 10-Year Capital Plan are primarily dedicated to State of Good Repair (SOGR) projects that help maintain the City's building in working order.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $8.293 million will be financed by the following sources:

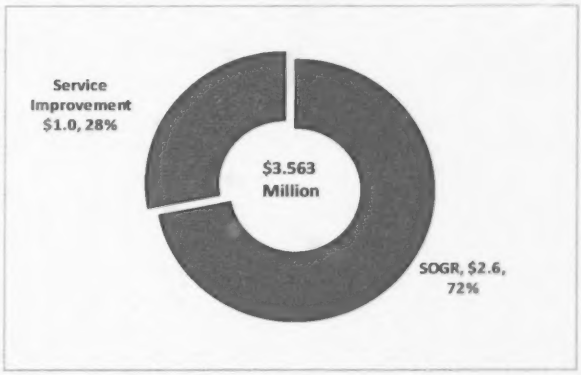
- Debt accounts for $6.518 million or 78.6% of the financing over the 10-year period.
  - The debt financing is above the 2015 debt target by $0.290 million and below the 2017 debt target by the same amount which meets the 10-year debt guideline of $6.518 million.
- The 10-year capital funding is comprised of $0.225 million or 2.7% reserve funds and $0.550 million or 6.6% federal grant subsidy for the *Specialized Equipment* project which will replace the Centre's aging theatrical equipment.
- Development Charge funding of $0.300 million or 3.6% and other third party funding of $0.700 million or 8.4% in the 10-year capital program is dedicated towards building the Public Plaza.

SOGR Funding & Backlog

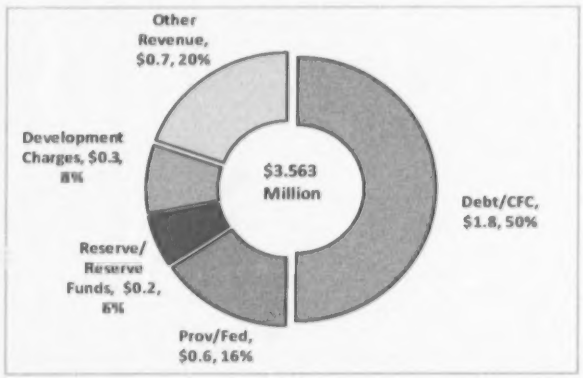
The 10-Year Capital Plan dedicates $7.139 million to SOGR spending over the 10-Year Capital Plan period, which on average provides $0.714 million annually.

- The replacement value of Sony Centre's asset is estimated at $150.0 million for its facility.
- At the end of 2014, Sony Centre has a known state of good repair backlog for the Heritage Easement Agreement Upgrades of $2.150 million, representing 1.4% of the asset replacement value.
- Sony Centre will eliminate the backlog as required by the Heritage Easement Agreement by 2015 with the funding recommended in 2015 for this purpose.
- An external third party will perform a comprehensive facility audit in 2015 that will make it possible to calculate and identify additional SOGR backlog, potentially changing the future year Capital Budget requests.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $3.563 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

- State of Good Repair ($2.563 million, 72%)
  - Funding in 2015 allows Sony Centre to continue the Heritage Easement Agreement Upgrades, undertake various upgrades to the interior and exterior of the Centre, and replace dated theatrical equipment.
- Service Improvements ($1.000 million, 28%)
  - Provides financing for the construction of the Sony Centre Exterior Public Plaza project.

The 2015 Capital Budget is financed primarily by:

- *Debt ($1.788 million, 50%)*
  - Exceeds the debt target of $1.498 million set for this Program in 2015 by $0.290 million but is offset by an equivalent reduction in 2017.
- *Reserve and Reserve Funds ($0.225 million, 6%)*
  - Provides partial financing from the Facility Fee Reserve Fund for the Specialized Equipment project.
- *Development Charges ($0.300 million, 8%)*
  - Development Charge funding has been maximized for eligible projects.
- *Federal Grant ($0.550 million, 16%)*
  - The Canada Cultural Spaces Fund grant will partially fund the Specialized Equipment project.

Toronto Atmospheric Fund

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $2.575 million gross and $0 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change $	Change %
Gross Expenditures	2,425.0	2,575.0	150.0	6.2%
Gross Revenues	2,425.0	2,575.0	150.0	6.2%
Net Expenditures				

In 2015, the Toronto Atmospheric Fund (TAF), being a self-funding organization, has increased its operating budget by $0.150 million primarily due to inflationary and cost of living increases. This increase will be covered by fundraising, earnings from their investment portfolio and the stabilization fund.

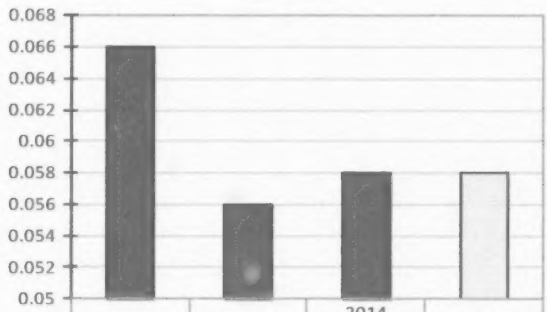
2015 Operating Budget Overview

The Toronto Atmospheric Fund (TAF) assists in slowing global climate change and improving air quality by advancing local solutions that reduce the production of greenhouse gas (GHG) emissions and related air pollution. TAF collaborates with non-government organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities and public and private schools, investments and advancement of new technologies that create a vibrant green economy.

Fast Facts

- Over the past 20 years, the TAF has provided $51 million in grants and financing support to the City of Toronto and its residents and businesses to reduce air emissions.
- By 2011, Toronto had reduced greenhouse gas emissions by 22%, exceeding its 2012 target of a 6% reduction in greenhouse gas emissions compared to the 1990 the Kyoto target of 22 Mega Tonnes per year.

Trends:



	2012 Actual	201130 Actual	2014 Projected Actual	2015 Projection
Portfolio Average Yield	6.6%	5.6%	5.8%	5.8%

- The Toronto Atmospheric Fund's investment portfolio has averaged 10.2 % in returns over the last 4 years.
- The Toronto Atmospheric Fund attracts external revenues through fundraising activities while maintaining its investment revenues by staying within City-approved investment portfolio parameters. Over the long-term, TAF's Stabilization Fund smoothes out variability of investment earnings from year to year.
- The Portfolio averaged a 6.0% yield over the last 4 years.

2014 Key Service Accomplishments

ADVANCING POLICIES TO REDUCE CLIMATE CHANGE EMISSIONS

- ✓ **Toronto Green Standard (TGS).** Provided support to update the Toronto Green Standard to require new buildings to exceed the Ontario Building Code (OBC) by 15% and incentives for developers who exceed OBC by 25%. The incremental improvements will save owners significant energy and money, and reduce GHG emissions.
- ✓ **Energy Reporting Requirement (ERR).** Facilitated advancement of this proposed by-law by working with various City divisions, Toronto Hydro and Enbridge, and stakeholders in the real estate sector. Mandatory energy reporting and benchmarking has been adopted in New York City, Philadelphia, Boston, Chicago, San Francisco, Seattle, Austin and major European cities with demonstrated result of accelerating energy efficiency in large buildings.
- ✓ **Property-Assessed Financing or Private Local Improvement Charge (LIC).** Convened 20+ municipalities through the CHEERIO initiative to explore how to implement the new private LIC authority. Insights supported the launch of Toronto's pilot Home Energy Loan Program to finance residential and high-rise retrofits.
- ✓ **Move the GTHA.** Supported and participated in a successful multi-stakeholder collaboration dedicated to securing dedicated funding for a sustainable regional transportation system.

MOBILIZING CAPITAL FOR ENERGY EFFICIENCY RETROFITS

- ✓ **Innovative retrofit financing method.** Finalized the development of the Energy Savings Purchase Agreement (ESPA), a non-debt financing structure which addresses key barriers to advancing multi-measure retrofits in buildings. The value of the ESPA was recognized nationally and internationally – TAF was a finalist for the Canada Green Building Council Innovation Award and projects won the prestigious Financial Times/International Finance Corporation (FT/IFC) Business Awards Special Commendation for Achievement in Transformational Finance.
- ✓ **Direct Investments in retrofits.** TAF's portfolio includes nine energy efficiency investments totaling $2.7 million that were advanced prior to 2014. An additional eleven investments were approved in 2014 totaling $8.3 million.
- ✓ **Retrofit of TCHC buildings.** Secured a $2.6 million loan from Federation of Canadian Municipalities (FCM) backstopped by a private guarantor, for deep retrofit of seven TCHC buildings, financed via an ESPA. RFP issued for engineering and construction services and development of a methodology that can be applied to additional buildings.
- ✓ **Mobilizing private sector capital.** Founding investment in Efficiency Capital Corporation (ECC), a new company dedicated to offering ESPA financing at commercial scale (aim is $100 million within 3 years) and transform the retrofit financing marketplace while reducing energy consumption and GHG emissions from large buildings.

COMMUNITY ENGAGEMENT, KNOWLEDGE-SHARING AND BEST PRACTICES

- ✓ **Granting program re-launched.** Consultation with experts and stakeholders guided program re-design to improve outcomes and ensure alignment with City objectives, with a priority focus on reducing GHGs from buildings, which account for 50% of Toronto's emissions. Grants totaling $186K made to non-profit organizations.
- ✓ **Strategic directions for 2015-2020.** A Strategic Planning Advisory Committee with representatives from the City of Toronto, private sector, impact investing, non-profits communities which helped to frame a strategy focused on achieving the city's ambitious GHG reduction targets: 30% by 2020 and 80% by 2050.

- ✓ **TAF.ca website.** With input from external stakeholders, redesigned the website to convey TAF's mission, projects, services and accomplishments, in a mobile-friendly format.
- ✓ **Knowledge sharing on low-carbon solutions.** TAF was recognized for contributing information on the City's greenhouse gas emissions to the Toronto Community Foundation's 2014 Vital Signs report. TAF joined 70 other Clean50 Honorees (an award which recognizes excellence in sustainability across Canada) in a special message to political leaders, business leaders and citizens to act on climate change that appeared in a *Globe & Mail*. TAF led a webinar focused on the history of the fund and its innovative investments attended by a dozen C40 cities from around the world.

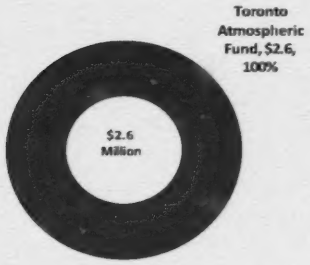
Our Service Deliverables for 2015

The Toronto Atmospheric Fund facilitates global climate stabilization by the reduction of emissions of greenhouse gas (GHG) emissions by advancing policy changes, mobilizing financial and social capital to incubate and commercialize energy efficiency projects which can be scaled-up and public education. The 2015 Operating Budget will provide funding to:

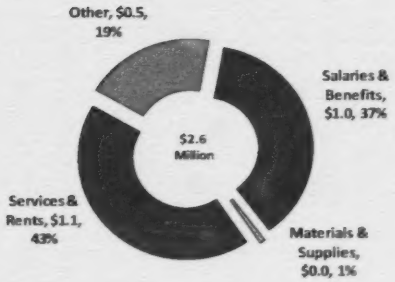
- Design, develop and implement three core programs which include incubating Climate Solutions, Mobilizing Financial Capital and Mobilizing Social Capital.
- Provide support and funding for projects related to energy efficiency, global climate stabilization and air quality improvement in co-operation with non-government organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities, and public and private schools.
- Administer/manage a diversified investment portfolio with oversight by the Toronto Atmospheric Fund Board (TAF) and the appointed Investment Committee.
- Expand the TAF Grants Program to generate ideas, stimulate collaborations, and engage more stakeholders to envision and implement low-carbon solutions in Toronto.

Where the money goes:

2015 Budget by Service
$2.6 Million

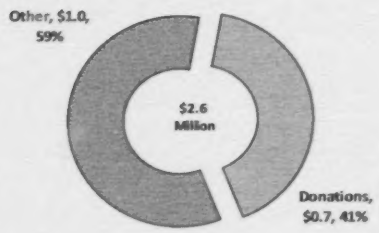


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- Moving towards City of Toronto Green House Gas (GHG) reduction targets of: 6% reduction by 2012, 30% by 2020 and 80% by 2050 based on the 1990 baseline of 22 Mega Tonnes per year.
  - ✓ Incubate and advance new GHG-reducing solutions through incubation, pilot testing, policy changes, social engagement and innovative financing.
- Manage fundraising to expand various program deliverables.
  - ✓ Contribute to innovative, high-impact emission reduction projects undertaken by Toronto-based non-profit organizations, strategic partners, and City of Toronto.
  - ✓ Prudently manage a diversified investment portfolio with Board and Investment Committee oversight, in addition to increasing fundraising initiatives to attract corporate investment.

2015 Operating Budget Highlights

- The 2015 Operating Budget of $2.575 million gross is $0.150 million or 6.2% over the 2014 Approved Budget of $2.425 million gross, mainly attributable to salary increases, the cost of delivering programs and additional Grant funding.
- TAF has allocated $0.500 million in their 2015 Operating Budget for Grants. Grants provided are driven by quality of grant applications which must meet pre-described criteria and approved by the TAF Grants Committee.
- TAF is projecting an average portfolio yield of 5.8% on its investment income in 2015 totalling $1.605 million.

Program Map

Toronto Atmospheric Fund
Strategic Contributions
Strategic Program Design & Delivery
Investment of Assets
Assessment, Evaluation and Administration
Project and Partnership Development
Marketable Solutions
Direct Investments

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 Budget vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Atmospheric Fund											
Gross Expenditures	2,425.0	2,425.0	2,575.0		2,575.0	150.0	6.2%	185.0	7.2%		
Revenue	2,425.0	2,425.0	2,575.0		2,575.0	150.0	6.2%	185.0	7.2%		
Net Expenditures											
Total											
Gross Expenditures	2,425.0	2,425.0	2,575.0		2,575.0	150.0	6.2%	185.0	7.2%		
Revenue	2,425.0	2,425.0	2,575.0		2,575.0	150.0	6.2%	185.0	7.2%		
Total Net Expenditures											
Approved Positions	8.0		8.0		8.0						

The 2015 Operating Budget for the Toronto Atmospheric Fund is $2.575 million gross and $0 million net. The gross budget increased by $0.150 million or 6.2% due to the following:

- Base pressures of $0.150 million include salary and benefit increases of $0.004 million, and an increase of $0.146 million in approved Grants and the costs of delivering and maintaining the current programs.
- To help mitigate these base pressures of $0.150 million, this will be offset by external fundraising funding, revenues from implemented energy projects and revenues from its investment portfolio and/or stabilization fund if required.
- The 2016 and 2017 incremental costs are mainly attributable to increases in salaries and benefits of $0.058 million in 2016 and expenses relating to the delivery of programs and additional grants totaling $0.127 million.
- The Toronto Atmospheric Fund operating budget is funded by investment income earned from its endowment fund and by attracting funding from external sources. TAF is not funded from the City's tax base.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay COLA and Fringe Benefits	57.7		57.7	6.1%						
Operating Expenses (Program Delivery and Grants/Loans)	127.3		127.3	11.6%						
Sub-Total	185.0		185.0	7.2%						
Anticipated Impacts:										
Project Revenue Stream from Implemented Projects		185.0	(185.0)	7.2%						
Sub-Total		185.0	(185.0)	7.2%						
Total Incremental Impact	185.0	185.0		7.2%						

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Salary and benefit increases including progression pay at and cost of living adjustments at $0.057 million or 6.1%. The fringe benefit percentage is expected to remain at 24.0%, based on 2014 salary costs.
- The amount of $0.127 is primarily due to the increase in program delivery, fundraising activity costs and the distribution of additional grants.

Anticipated Impacts

- Incremental revenues are projected to be $0.185 million due to an increase in earnings from investments and through fundraising initiatives, and expected savings from implemented energy projects.

Toronto Police Service

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $1.150 billion gross and $952.661 million net, as shown below.

(in $000's)	2014 Budget	2015 Budget	Change	
			$	%
Gross Expenditures	1,085,551.1	1,149,534.4	63,983.3	5.9%
Gross Revenues	127,889.9	196,873.2	68,983.3	53.9%
Net Expenditures	**957,661.2**	**952,661.2**	**(5,000.0)**	**(0.5%)**

The 2015 Operating Budget for Toronto Police Service is less than the 2014 Operating Budget and the budget target of a 0% increase by $5 million or 0.5%, not including a 2015 salary settlement for the Toronto Police Association and Senior Officers' Organization.

The 2015 Operating Budget includes funding of $64.944 million, fully recovered from the Province of Ontario, to carry out extensive planning for Pan Am Games and deliver police security at the Games venues.

Trends:

Major Crime Indicators – as at November 30, 2014.

Major Crime Indicators - as at November 30					
Offence	2012	2013		2014	
	Total	% Chg	Total	% Chg	Total
Murder	54	2%	55	(4%)	53
Sex Assault	1,931	(6%)	1,812	13%	2,045
Assault	15,448	(6%)	14,598	3%	14,996
Robbery	4,598	(17%)	3,807	(9%)	3,465
Break and Enter	7,388	(11%)	6,581	1%	6,629
Auto Theft	3,303	(14%)	2,844	15%	3,275
Theft Over	891	3%	922	(1%)	914
Total	**33,613**	**(9%)**	**30,619**	**2%**	**31,377**

2015 Operating Budget Overview

Toronto Police Service delivers police services, in partnership with our communities, to keep Toronto the best, safest place to be.

Fast Facts

- Average deployed uniform strength of 5,275 officers in 2015.
- The Service responds to approximately 2 million calls for service annually.

- Seven major crime indicators such as murder, sex assault, assault, robbery, break and enter, auto theft and theft over are used as key barometer of crime within the City.
- Although major crime was down in all categories except for murder and theft over in 2013 compared to 2012, there have been increases in sex assault, assault, break and enter and auto theft over in 2014.
- Overall, major crime has increased by 2% in 2014, compared to 2013 (as of November 30, 2014).

2014 Key Service Accomplishments

- Based on external consultant's review of the Service's organizational structure, the Service implemented a new organizational structure on January 1, 2014 which resulted in elimination of a senior officer rank and certain management positions, as well as the realignment or consolidation of "link" units.
- The Service implemented the automated Paid Duty Management System (PDMS) in March 2014. The system was developed in response to the City Auditor General's review and recommendations, as well as the need to improve distribution of paid duties throughout the organization and remove uniform members from those distribution functions.
- The Service leveraged provincial funding to ensure the Service is able to continue the Toronto Anti-Violence Intervention Strategy (TAVIS), including the placement of dedicated School Resource Officers in various high schools.
- The Toronto Police Operations Centre (TPOC) went live in July 2014 and will have oversight of policing operations across the City on a 24/7 basis. TPOC functions include the redeployment of primary response officers across divisional borders based on call volumes and wait times, continuous intelligence monitoring and crime analysis.

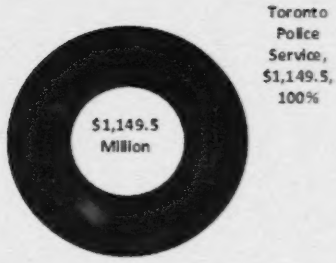
Our Service Deliverables for 2015

Toronto Police Service delivers policing services to keep Toronto the best and safest place to be. The 2015 Operating Budget will provide funding to:

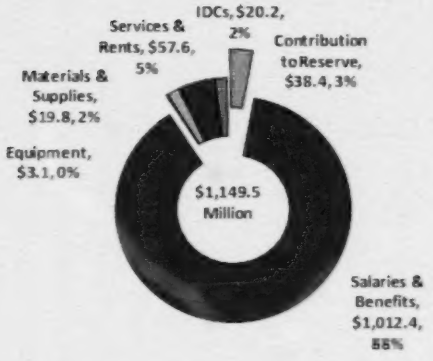
- Maintain an average deployed uniform strength of 5,275 officers delivering police services in partnership with our communities.
- Focus on safe communities and neighbourhoods, economic sustainability and operational excellence and high quality, professional service to the community.
- Continue to provide security for 263 Provincial courtrooms within the city.
- Extensively plan for the arrival of athletes, coaches, team officials, and Games' family members from the 41 countries participating in the Pan/Parapan American Games and deliver police security at Pan/Parapan American Games venues, including Command oversight, and other specialized functions like training, telecommunications and transportation.
- Address community safety issues, continue to ensure pedestrian and traffic safety and focus on police interactions with individuals experiencing mental illness.

Where the money goes:

2015 Budget by Service
$1,149.5 Million

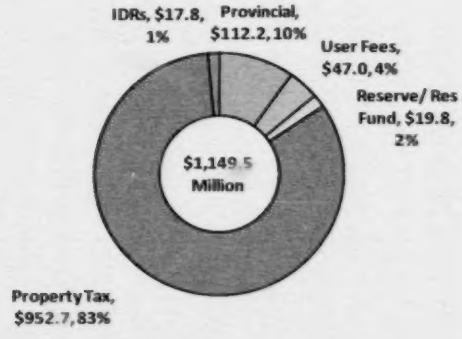


2015 Budget by Expenditure Category


IDCs, $20.2, 2%
Services & Rents, $57.6, 5%
Contribution to Reserve, $38.4, 3%
Materials & Supplies, $19.8, 2%
Equipment, $3.1, 0%
$1,149.5 Million
Salaries & Benefits, $1,012.4, 88%

Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Staffing Levels** –Hiring freezes in previous years have placed strain on the Toronto Police Service to maintain effective policing and support services.
  - ✓ The 2015 Operating Budget includes additional funding of $6.513 million for three new recruit classes with class sizes established at 42 for April, 74 for August and 144 for December 2015.
  - ✓ The 2015 Operating Budget also includes additional funding of $1.539 million to continue filling civilian vacancies to catch up to established civilian strength.

2015 Operating Budget Highlights

- Three new recruit classes are planned for 2015 with class sizes of 42 in April, 74 in August and 144 in December.
- Civilian hiring will continue in order to catch up with the Service's established civilian strength.
- Continued civilianization initiatives will result in civilianization of 43 positions and net savings of $0.813 million.
- Additional funding of $64.944 million provided from the Ministry of Community Safety and Correctional Services will cover the costs of planning and non-salary expenditures, as well as police security costs for Pan/Parapan American Games.
- 13 new civilian positions will help in addressing the volume of requests for the Vulnerable Sector Screening checks with the goal of providing a two weeks turnaround.

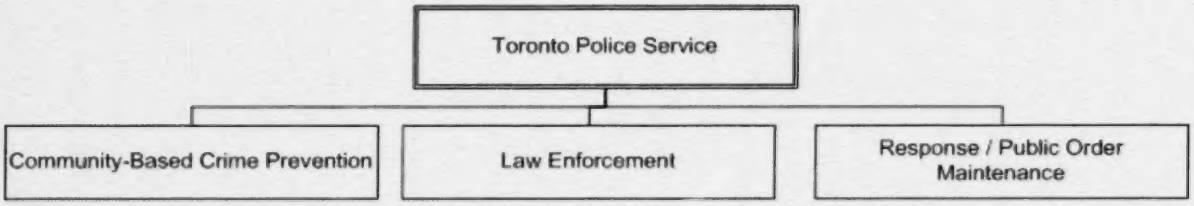


Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Actual	Base Budget	Service Changes	2015 Base	2015 Base Budget vs. 2014 Budget		New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
(In $000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Total Gross Expenditures	1,085,551.1	1,084,194.2	1,084,590.2		1,084,590.2	(960.9)	(0.1%)	64,944.2	1,149,534.4	63,983.3	5.9%	(40,801.4)	(3.5%)	11,257.3	1.0%
Total Revenues	127,889.9	131,087.9	131,929.0		131,929.0	4,039.1	3.2%	64,944.2	196,873.2	68,983.3	53.9%	(61,165.1)	(31.1%)	6,292.3	4.6%
Total Net Expenditures	957,661.2	953,106.3	952,661.2		952,661.2	-	-		952,661.2	(5,000.0)	(0.5%)	20,863.7	2.2%	4,965.0	0.5%
Approved Positions	7,870.0	7,490.0	7,883.0		7,883.0	13.0	0.2%		7,883.0	13.0	0.2%				

The 2015 Operating Budget for Toronto Police Service of $1.150 billion gross and $952.661 million net is less than the 2014 Operating Budget and the budget target of a 0% increase by $5 million or 0.5%.

- The collective agreements with the Toronto Police Association (TPS) and Senior Officers' Organization (SOO) expired on December 31, 2014 and there were no agreements yet in place for 2015 during the Budget process. Therefore, following the usual practice, the impact of the salary settlement was not included in the 2015 Operating Budget for Toronto Police Service and the City made an estimated provision in its corporate accounts until a settlement was reached.
- The 2015 Operating Budget includes funding of $64.944 million gross and $0 net for New and Enhanced Services to carry out extensive planning for the Pan/Parapan American Games and deliver police security at the Games venues, including Command oversight, and other specialized functions like training, telecommunications and transportation.
- The 2016 and 2017 Plans reflect cost increases for fringe benefits, progression pay and operating impacts of completed capital projects, as well as reversal of one-time Pan/Parapan American Games funding.
  - Required 2016 and 2017 funding resulting from the settlement with the Toronto Police Association and Senior Officers' Organization is not included in the Future Year Plans for Toronto Police Service as it is reflected in the corporate accounts until a settlement is reached.

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	Total Service Changes			Incremental Change			
	$'s	$'s	Position	2016 Plan		2017 Plan	
	Gross	Net	#	Gross	Net	Gross	Net
New Service Priorities							
(a) New Services							
Pan Am Security Costs	64,944.2			(64,944.2)			
Sub-Total	64,944.2			(64,944.2)			
Total	**64,944.2**			**(64,944.2)**			

New Service Priorities ($64.944 million gross & $0 net)

- The 2015 Operating Budget for Toronto Police Service includes new funding of $64.944 million, fully recovered from the Province of Ontario for a net zero impact, to carry out extensive planning for the arrival of athletes, coaches, team officials, and Games' family members from the 41 countries participating in the Pan/Parapan American Games and deliver police security at the Games venues, including Command oversight, and other specialized functions like training, telecommunications and transportation.
- This is one-time funding that will be reversed in 2016.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Fringe Benefits	3,655.6		3,655.6			2,764.8		2,764.8		
Progression Pay	1,847.2		1,847.2			2,370.4		2,370.4		
Annualizations	9,707.5		9,707.5			8,978.7		8,978.7		
Separations and Replacements	(1,542.9)		(1,542.9)			(4,873.2)		(4,873.2)		
Operating Impacts of Capital	357.0		357.0							
Leap Year	1,900.0		1,900.0			(1,900.0)		(1,900.0)		
Provincial Upload of Security Costs		6,292.3	(6,292.3)				6,292.3	(6,292.3)		
Reversal of Pan Am Recovery	(64,944.2)	(66,557.4)	1,613.2							
Sub-Total	(49,019.8)	(60,265.1)	11,245.3			7,340.7	6,292.3	1,048.4		
Anticipated Impacts:										
Increased Contributions to Reserves	3,100.0		3,100.0			2,600.0		2,600.0		
Other Expenditure Changes	1,518.4		1,518.4			1,316.6		1,316.6		
Sub-Total	4,618.4		4,618.4			3,916.6		3,916.6		
Total Incremental Impact	(44,401.4)	(60,265.1)	15,863.7			11,257.3	6,292.3	4,965.0		

Future year incremental costs are primarily attributed to the following:

Known Impacts

- Fringe benefits will require additional funding of $3.656 million in 2016 and $2.765 million in 2017. Leap year will also result in additional costs of $1.9 million in 2016.
- Annualized impacts of previous years' separations, replacements and reclassification costs, as well as annualized costs for the CIOR civilianization initiatives will require additional funding of $9.708 million in 2016 and $8.979 million in 2017.
- Separations and replacements projected for 2016 and 2017 will result in savings of $1.543 million in 2016 and $4.873 million in 2017. As well, additional revenue of $6.292 million is projected each year in 2016 and 2017 to reflect the Provincial upload of court security and prisoner transportation costs which began in 2012.
- One-time new and enhanced funding of $64.944 million for Pan/Parapan American Games security costs recovered from the Province in 2015 will be reversed in 2016. Funding of $1.613 million that has been recovered for Pan Am planning initiatives since 2014 will also be reversed, resulting in pressure in 2016.

Anticipated Impacts

- Contributions to Reserves are anticipated to increase by $3.100 million in 2016 and $2.600 million in 2017 to ensure the sustainability of the Vehicle and Equipment Reserve and Sick Pay Reserve Funds.
- The collective agreements with the Toronto Police Association and Senior Officers' Organization expired on December 31, 2014 and there were no agreements in place for 2016 and 2017 in time for the 2015 Budget process. Therefore, following the usual practice, no funding is included in the 2016 and 2017 Future Year Plans and the City made the necessary provisions in its corporate accounts until a settlement is reached.

Service Performance

Major Crime Indicators

- Seven major crime indicators are used as a key barometer of crime within the City. The table below indicates that all major crime indicators have decreased significantly (29%) from 2005 to 2013.

Major Crime Indicators - as at December 31			
Offence	**2005**	**2013**	
	Total	**% Chg**	**Total**
Murder	80	(29%)	57
Sex Assault	1,657	18%	1,948
Assault	19,164	(18%)	15,751
Robbery	4,540	(11%)	4,038
Break and Enter	10,997	(35%)	7,202
Auto Theft	9,191	(66%)	3,087
Theft Over	1,133	(13%)	990
Total	**46,762**	**(29%)**	**33,073**

- The table below highlights that, although major crime was down in all categories except for murder and theft over in 2013 compared to 2012, there have been increases in sex assault, assault, break and enter and auto theft in 2014.

Major Crime Indicators - as at November 30					
Offence	**2012**	**2013**		**2014**	
	Total	**% Chg**	**Total**	**% Chg**	**Total**
Murder	54	2%	55	(4%)	53
Sex Assault	1,931	(6%)	1,812	13%	2,045
Assault	15,448	(6%)	14,598	3%	14,996
Robbery	4,598	(17%)	3,807	(9%)	3,465
Break and Enter	7,388	(11%)	6,581	1%	6,629
Auto Theft	3,303	(14%)	2,844	15%	3,275
Theft Over	891	3%	922	(1%)	914
Total	**33,613**	**(9%)**	**30,619**	**2%**	**31,377**

- Overall, major crime has increased by 2% in 2014, compared to 2013 (as of November 30, 2014) but the indicators are still favorable.
- All of the above indicators can and are used to measure how safe a city is, which in turn is one of the dynamics that impact quality of life, entertainment, economic development and tourism in a city.
- Toronto is one of the safest cities in North America, and the Toronto Police Service has and will continue to work hard with its community partners and other stakeholders to keep it that way.

Toronto Police Service

2015 – 2024 Capital Budget and Plan Overview

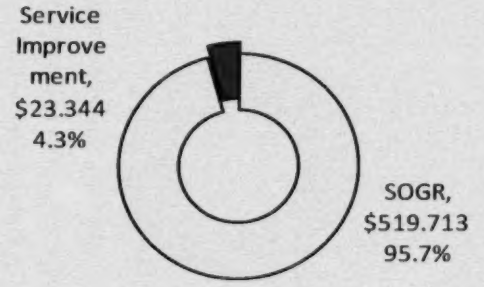
The Toronto Police Service has an asset inventory valued at over $1.153 billion based on 2014 replacement costs. Facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately $821.948 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining $331.470 million.

The 10-Year Capital Plan of $543.057 million focuses on improving and updating the Service's aging facility infrastructure, and ensuring information and technology needs are appropriately addressed.

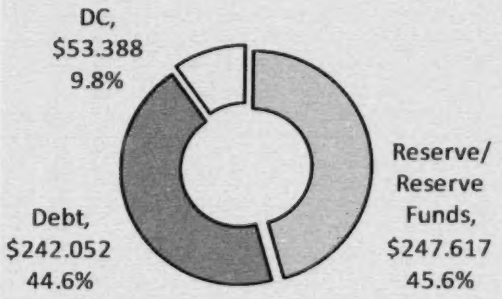
The 10-Year Capital Plan also reflects strategies to maximize the use of existing land or facilities by consolidating or relocating units where operationally feasible and to maximize technological advances to enhance officer and public safety.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Completed the renovation and move of the Service's new Property and Evidence Management facility.
- Completed the renovation and move of the new Parking Enforcement unit facility to the Progress Avenue site to accommodate parking enforcement space requirements.
- Continued to stabilize and provide production support efforts, including staffing considerations, for Versadex and eJust, following the November 2013 go-live of the Integrated Records and Information System (IRIS).

Key Challenges & Priority Actions

Requirement for a New Disaster Recovery Data Centre - The current disaster recovery Data Centre is at its maximum capacity and is too close to the main site, as such it does not meet the recommended industry standards.

- ✓ The 10-Year Capital Plan provides funding of $18.888 million to enable the Toronto Police Service to work with the City's Real Estate to find an appropriate location to construct a building or to find a building that can be renovated to meet best practice disaster recovery provisions.

Facilities & Space Limitations - A number of Toronto Police Service's facilities are running out of storage space, are approaching the end of their operational life or no longer meet the operational needs of the Service.

- ✓ The 10-Year Capital Plan for Toronto Police Service includes funding of $18.447 million to relocate or consolidate units to the Progress Avenue site acquired in 2010 in order to maximize the use of existing facilities.

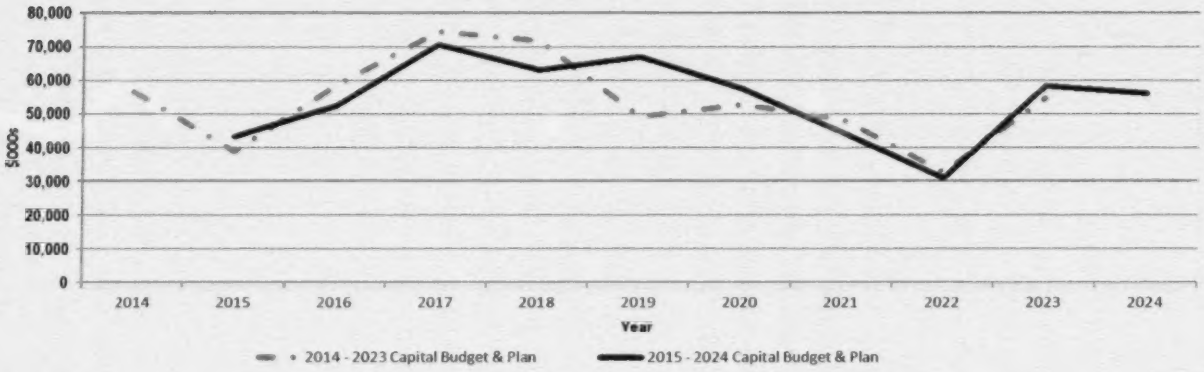
2015 Capital Budget Highlights

The 2015 Capital Budget for Toronto Police Service of $53.099 million, including carry forward funding, will:

- Complete renovations at 52 Division to address the repairs currently required at this facility ($8.250 million).
- Provide funding to acquire land for the Peer to Peer site which would house computer operations for the Service that would provide backup systems in the event the primary systems are no longer available ($3.629 million).
- Begin the *Business Intelligence* project that will develop architecture for building and maintaining data warehouse environment and providing associated interfaces, appropriate query and data-mining tools required for crime and trend analysis ($2.336 million).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	56,590	38,674	58,486	74,255	71,572	48,927	52,705	48,140	32,660	54,686		536,695
2015 - 2024 Capital Budget & Plan		43,307	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086	543,057
Change %		12.0%	-10.4%	-5.2%	-12.1%	36.6%	8.9%	-7.8%	-5.3%	6.7%		1.2%
Change $		4,633	-6,083	-3,830	-8,655	17,924	4,681	-3,741	-1,728	3,665		6,362

Table 1

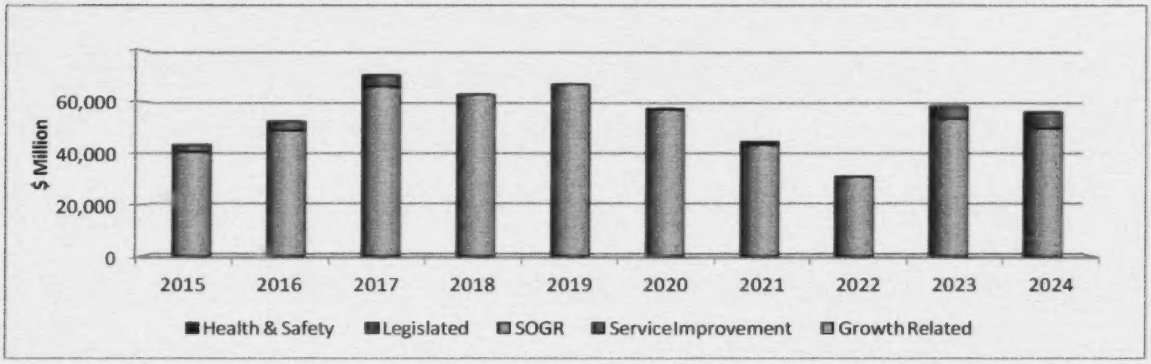
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 -	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
State of Good Repair													
41 Division				395	9,561	19,122	9,850					**38,928**	
54 Division		7,000	2,500	18,500	9,296							**37,296**	
32 Division				4,990	4,990	2,000						**11,980**	
Furniture Lifecycle Replacement		1,485	743	757	1,485	1,485	772	1,514	772	757	757	**10,527**	
13 Division					372	8,645	18,500	11,411				**38,928**	
Vehicle & Equipment Replacement		6,350	6,021	6,054	5,990	6,990	6,104	5,804	5,804	5,804	5,804	**60,725**	
Workstations, Printers, Laptops		2,700	3,000	4,150	2,800	2,800	3,050	4,300	2,900	2,900	3,150	**31,750**	38,928
Servers		4,515	3,045	2,499	4,203	4,741	4,741	3,197	2,624	4,807	4,158	**38,530**	
IT Business Resumption		1,281	1,407	1,365	1,235	1,786	1,345	1,477	1,433	1,775	1,553	**14,657**	37,296
Mobile Workstations				300	9,420	1,000			300	9,420	1,000	**21,440**	
Network Equipment		998	1,200	2,900	2,800	2,400	1,750	1,750	2,250	3,750	1,750	**21,548**	11,980
AVLS Replacement Lifecycle						1,500					1,500	**3,000**	
In-Car Camera Replacement			2,202	2,195				2,202	2,195			**8,794**	
Voice Logging Lifecycle Replacement					300					300		**600**	
Electronic Surveillance System				1,069					1,091			**2,160**	
Digital Photography Lifecycle		233	272				228	258				**991**	
Voicemail/Call Centre				500					500			**1,000**	38,927
DVAMS - II Lifecycle Replacement						1,263					1,263	**2,526**	
Asset & Inventory Mgmt System					72				72			**144**	
Property & Evidence Scanners						40					40	**80**	
DPLN Replacement						750					750	**1,500**	
Small Equipment Replacement		329	92	92	923	1,601	1,093	92	92	343	343	**5,000**	
DVAMS - I Lifecycle Replacement		657	362	362	362	350	263	262	244	244	244	**3,350**	
HRMS Upgrade		1,125					378	799				**2,302**	
TRMS Upgrade		600	1,500	2,022					630	1,500	2,022	**8,274**	
Wireless Parking System				2,973						2,973		**5,946**	
Livescan Replacement					540					540		**1,080**	
AFIS Replacement						3,053						**3,053**	
Radio Replacement			13,913	2,713	3,542	2,478	4,093	5,304	4,480			**36,523**	
Public Safety Unit Facility									500	7,400	5,148	**13,048**	
Fleet Equipment		100	100	100	100	100	100	100	100	100	100	**1,000**	
52 Division Renovations		5,352										**5,352**	
55 Division Renovations										3,000	5,300	**8,300**	
22 Division Renovations										3,000	5,300	**8,300**	
Peer to Peer Site	250	3,629	8,470	6,659	130							**18,888**	
Locker Replacement		350	500	350	48	198	48	198	48	48	48	**1,836**	
Relocation of FIS											4,649	**4,649**	
Radar Unit Replacement		212	46	291	186	9	14	10	5	340	245	**1,358**	
Security System		635	500	475	450	440	570	465	465	465	465	**4,930**	
Marine Vessel Electronics				300					300			**600**	
CEW Replacement		1,320										**1,320**	
Sub-Total	**3,198**	**40,671**	**48,873**	**66,011**	**62,905**	**66,851**	**56,999**	**43,243**	**30,905**	**53,566**	**49,689**	**519,713**	**127,131**
Service Improvements													
Fiber Optics													
CCTV								275				**1,050**	
AED's			12				112				12	**175**	
TPS Archiving										4,785		**750**	
Electronic Document Management		50	450									**500**	
Business Intelligence		2,336	2,818	3,664								**8,818**	
Sub-Total	**-**	**2,636**	**3,530**	**4,414**	**12**	**-**	**387**	**1,156**	**27**	**4,785**	**6,397**	**23,344**	**10,068**
Total Expenditures by Category	**3,198**	**43,307**	**52,403**	**70,425**	**62,917**	**66,851**	**57,386**	**44,399**	**30,932**	**58,351**	**56,086**	**543,057**	**137,199**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects.*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

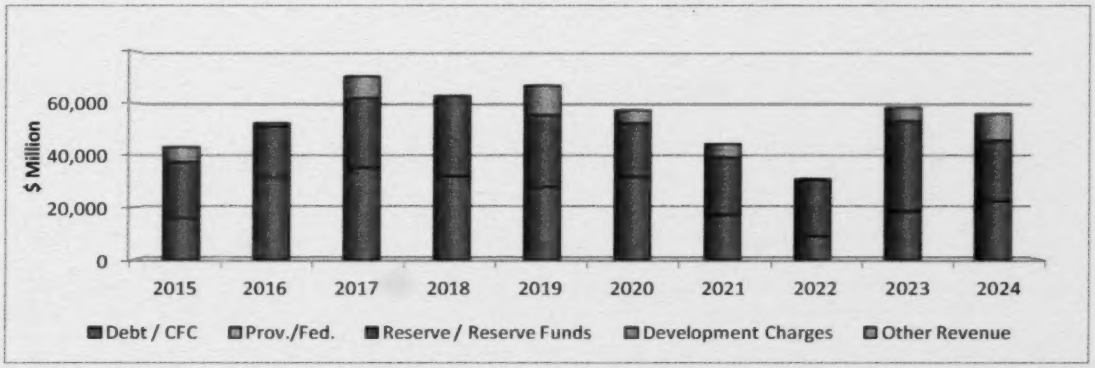


The 10-Year Capital Plan for Toronto Police Service includes projects that fall into one of the two categories: State of Good Repair (SOGR) and Service Improvements.

- State of Good Repair projects make up the largest category of projects with expenditures totalling $519.713 million or 95.7% of the total planned cash flow of $543.057 million.
- State of Good Repair projects primarily focus on continued improvement and upgrading of the Service's aging facilities as well as information technology upgrades:
  - $185.669 million or 35.7% of all SOGR project expenditures is allocated to facility rehabilitation and replacement projects that include such major projects as *41*, *54* and *13 Division* construction and renovation of *52*, *55*, *22* and *32 Divisions*.
  - Information Technology projects account for $177.655 million or 34.2% of the SOGR projects and include such projects as *Workstations, Printers and Laptops*, *Servers*, *Network Equipment* and *Security Systems*.
  - Other SOGR projects account for 30.1% or $156.389 million and include such major projects as the *State of Good Repair, Vehicle & Equipment Lifecycle Replacement* and *Small Equipment Replacement*.
  - SOGR funding decreases in 2021 and 2022 as the construction for 41, 54, 32 and 13 Divisions is completed and increases again in 2023 as the Service begins renovations of 55 and 22 Divisions.
- Service Improvement Projects total $23.334 million or 4.3% of the total planned expenditures in the 10-Year Capital Plan and focus on expansion of fibre optics network and building and maintaining a data warehouse environment (Business Intelligence).

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $543.057 million will be financed by the following sources:

- Debt, which accounts for $242.052 million or 44.6% of the financing over the 10-year period.
  - The debt funding is in line with the 10-year debt affordability guideline of $242.052 million allocated to Toronto Police Service.
- Reserve funding constitutes $247.617 million or 45.6% of required funding over the 10 year period. The Vehicle & Equipment Reserve continues to fund lifecycle replacement projects which allow the Service to replace equipment through their Capital Budget without requiring debt financing. Fluctuations in Reserve funding reflect the timing and requirement of lifecycle replacement projects.
- Development charges represent $53.388 million or 9.8% of required funding over the 10 year period.
  - Development Charge funded projects in the 10-Year Capital Plan have been confirmed as eligible for Development Charge financing as they were included in the Council Approved Development Charges By-law.
  - Development Charge funding was maximized which allowed debt funding for the 10-Year Capital Plan to remain below the Service's debt affordability guideline for the 10 year planning horizon.
  - Development Charge funding contributes to the financing of the following major projects: *54 Division, 41 Division, 13 Division, Public Safety Unit Facility, Peer to Peer Site*, and *Fiber Optics*.

Table 2
Net Operating Impact Summary (In $000s)

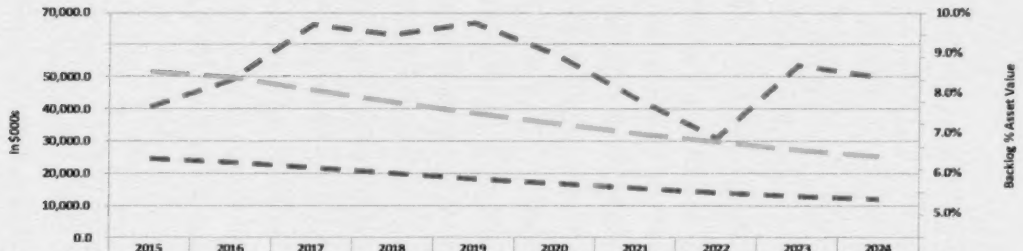
	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Property & Evidence Mgmt Facility	126.6		7.0		7.0		7.0		8.0		155.6		195.6	
14 Division	29.0		5.0		5.0		5.0		5.0		49.0		74.0	
IRIS	1,846.4								(50.0)		1,796.4		1,796.4	
eTicketing	(140.9)										(140.9)		(140.9)	
New Projects - 2015														
HRMS Upgrade			22.0								22.0		22.0	
TRMS Upgrade					22.0						22.0		22.0	
Business Intelligence					300.0	5.0	738.0				1,038.0		1,038.0	5.0
New Projects - Future Years											-			
											144.0			
41 Division											-		147.0	
13 Division											-		154.0	

The 10-Year Capital Plan increases future year Operating Budgets by a total of $4.743 million net over the 2015 – 2024 period, as shown in the table above. Approved permanent positions will increase by 5 over the 10-year time frame.

This is comprised of funding to sustain the following capital projects once completed:

- The *Radio Communication Infrastructure Replacement* project requires incremental costs of $0.894 million in 2015 and $0.017 million in 2016 to reflect TPS's share of maintenance costs for the new system.
- An incremental operating impact of $0.127 million in 2015 and $0.007 million in 2016 is for maintenance costs of the Property & Evidence Management Facility which was completed in 2013.
- The Integrated Records and Information System (IRIS) project requires incremental operating costs $1.846 million in 2015 for increased maintenance costs and lifecycle contributions.
- The eTicketing Solution for Provincial Offences Notices project results in incremental operating savings of $0.141 million in 2015. The future year operating costs for overall maintenance and planned equipment replacement
- costs will be offset with savings contained in the Court Services' future operating budgets once these savings retire debt repayment costs arising from the project in approximately 10 years.
- The Business Intelligence capital project has projected the need for incremental operating costs of $0.300 million in 2017 and $0.738 million in 2018, as well as 5 new positions for system maintenance.
- The net operating impacts required in 2015 is included in the 2015 Operating Budget for Toronto Police Service. Future year operating impacts will be reviewed as part of the future budget processes.

Chart 4
SOGR Funding & Backlog (In $000s)

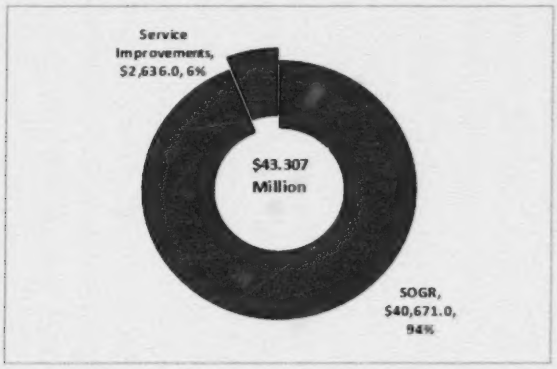


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	40,671.0	48,873.0	66,011.0	62,905.0	66,851.0	56,999.0	43,243.0	30,905.0	53,566.0	49,689.0
Accumulated Backlog Est.	24,413.0	23,513.0	21,718.0	19,933.0	18,264.0	16,717.0	15,297.0	14,011.0	12,866.0	11,869.0
Backlog % of Asset Value	7.4%	7.1%	6.6%	6.0%	5.5%	5.0%	4.6%	4.2%	3.9%	3.6%

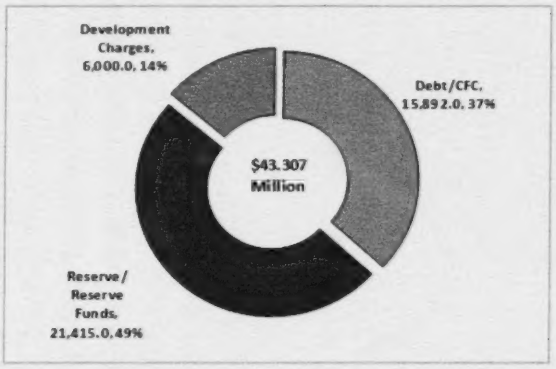
The Toronto Police Service's infrastructure assets consist of police facilities (Divisions) and storage facilities, as well as equipment, vehicles, radio infrastructure and security systems. They are valued at $1.153 billion, based on asset replacement costs.

- Police facilities (Divisions) and storage facilities account for $821.948 million of the total TPS asset value. The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities and storage facilities and is responsible for addressing mechanical, electrical, re-roofing and structural issues. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected in the 10-Year Capital Plan for Facilities Management.
- The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to renovation/repairs, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.
- The 10-Year Capital Plan for Toronto Police Service reflects asset values, state of good repair backlog and funding for TPS equipment, vehicles, radio infrastructure and security systems. This asset group accounts for $331.470 million of the total asset value. In addition, the 10-Year Capital Plan includes SOGR projects for replacement and renovation of existing TPS facilities.
- The required work and infrastructure replacement that make up the backlog are continually changing based on the timing that equipment, vehicles, radio infrastructure and security systems reach its useful life span.
- At the end 2014, Toronto Police Service will have a backlog of a state of good repair work at its facilities estimated at $24.213 million, representing 7.3% of the asset replacement value.
- Significant investments in infrastructure renewal projects will reduce the backlog of SOGR work to $11.869 million by year-end 2024, representing 3.6% of the asset replacement value.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $43.307 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *State of Good Repair (SOGR) ($40.671 million, 93.9%)*
  - In 2015, SOGR projects continue to drive the Toronto Police Service's Capital Budget.
  - $40.671 million in funding will support the construction of 54 Division, 52 Division renovations, enable land acquisition for the Peer to Peer Site and replacement of various fleet and equipment.
- *Service Improvements ($2.636 million, 6.1%)*
  - $2.636 million in funding will support the start of the *Business Intelligence* and *Electronic Document Management* capital projects.

The 2015 Capital Budget is financed primarily by:

- *Debt ($15.892 million, 36.7%)*
  - I$15.892 million of debt financing is $4.937 million below the debt guideline of $20.829 million set for 2015 primarily due to maximizing the use of eligible Development Charge funding.
- *Reserve and Reserve Funds ($21.415 million, 49.5%)*
  - Reserve funding allows the Service to replace equipment through the Capital Budget without requiring debt financing.
- Development Charges ($6 million, 13.8%)
  - Development Charges funding has been maximized in 2015 based on the eligible growth component of capital projects and the availability of funds within the current rates and development activity.
  - Development charge funding is allocated to the *Peer to Peer Site* and *54 Division* projects.

Toronto Police Services Board

2015 Operating Budget Highlights

The total cost to deliver these services to Toronto residents in 2015 is $2.316 million net as shown below.

	2014	2015	Change	
			$	%
Gross Expenditures	3,158.2	3,065.8	(92.4)	(2.9%)
Gross Revenues	800.0	750.0	(50.0)	(6.3%)
Net Expenditures	**2,358.2**	**2,315.8**	**(42.4)**	**(1.8%)**

The 2015 Operating Budget includes additional funding of $0.032 million to redesign and upgrade the Board's website and $0.250 million to secure an external consultant to determine what type of data should be collected, the retention period and the scope of the data required as a result of the Board's approval of the Community Contacts Policy.

2015 Operating Budget Overview

Toronto Police Services Board is responsible, under the *Police Services Act*, for ensuring the provision of adequate and effective police Services in the City of Toronto.

Fast Facts

- The Toronto Police Services Board is a seven member civilian body that oversees the Toronto Police Service.
- In Toronto, civilian governance of the police dates back to January 1, 1957, when the police departments from the original thirteen municipalities in the Toronto area amalgamated to establish Metropolitan Toronto Police.
- The *Police Services Act* establishes the number of Board members in direct relation to the population of the area it represents.
- The Toronto Police Services Board is the only Board in Ontario to be headed by a full-time Chair.
- The *Police Services Act* also sets out who will be members of the Board. In Toronto, it states that three members will be appointed by the provincial government; one member will be the Mayor of Toronto (or designate); two members will be City of Toronto Councillors and one member will be a citizen selected by the City of Toronto Council.

2014 Key Service Accomplishments

- The Board adopted a policy governing police community contacts. The policy ensures that there is a proactive rights-based approach to the way in which members of the Toronto Police Service interact with members of the public and seeks to improve police-community interactions and community confidence in the Service's ability to provide non-biased policing.
- The Board adopted a *Protected Disclosure* policy which governs a comprehensive process that encourages and provides access to TPS members to report alleged acts of wrongdoing.
- The Board established a Community Safety Task Force (CSTF) to look at options to improve overall security and community safety on, and adjacent to, properties owned by Toronto Community Housing Corporation.
- The Board established a standing joint Sub-Committee on Mental Health in the Workplace comprised of representatives of the Board, the Service, the Senior Officers' Organization and the Toronto Police Association to review the National Standard for Psychological Health and Safety in the Workplace developed by the Canadian Standards Association, and to consider strategies to enhance health and wellness at the Toronto Police Service.
- The Board adopted a *Board Members Communication and Information - Sharing* policy. This policy arises from Justice Morden's report entitled "Independent Civilian Review into Matters Relating to the G20 Summit" and sets guidelines with respect to sharing of information between Board members.

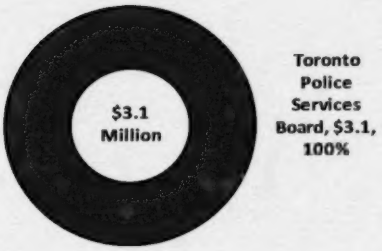
Our Service Deliverables for 2015

The primary role of the Toronto Police Services Board is to establish, after consultation with the Chief of Police, overall objectives and priorities for the provision of police services. The 2015 Budget will enable the Board to:

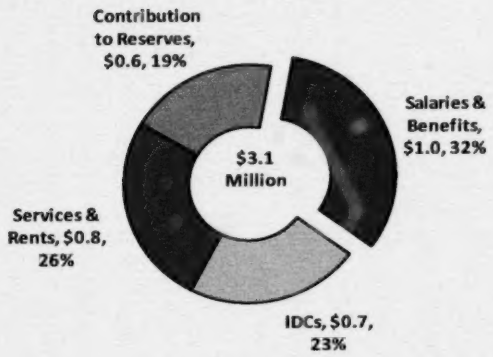
- Continue to deliver service objectives outlines in the 2014 – 2016 Business Plan in order to provide adequate and effective police service.
- Continue to provide governance and civilian oversight and to monitor achievements of the Toronto Police Service.
- Upgrade the Board's website to ensure that it complies with Accessibility for Ontarians with Disabilities Act (AODA) standards.
- Secure an external consultant to determine what type of data should be collected, the retention period and the scope of the data required as a result of the Board's approval of the Community Contacts Policy.

Where the money goes:

2015 Budget by Service
$3.066 Million

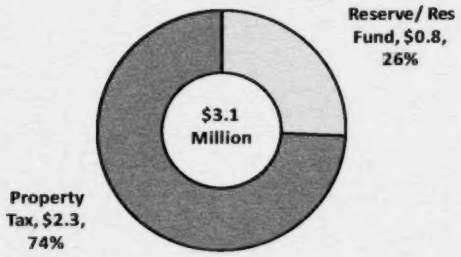


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Outdated Website Platform** –The Board's website is built on a platform that is 8 years old and does not support the features necessary for timely information-sharing and communication.

  ✓ The 2015 Operating Budget includes funding of $0.032 million to enable the Board to issue a Request for Quotations (RFQ) for assistance in upgrading its website, as well as ensure that it complies with the Accessibility for Ontarians with Disabilities Act (AODA) standards.

- **Data Collection for Community Contacts Policy** –The Board adopted a policy governing police community contacts which ensures that there is a proactive rights-based approach to the way in which members of the TPS interact with members of the public. However, there is a lot of uncertainty around what information should be collected during TPS's interactions with members of the public.

  ✓ The 2015 Operating Budget includes $0.250 million gross and $0 net to secure an external consultant of evaluator to determine what type of data should be collected, the retention period and the scope of the data required as a result of the Board's approval of the Community Contacts Policy.

Program Map

Toronto Police Services Board

The primary role of the Board is to provide, through civilian governance, adequate and effective police services in Toronto in accordance with the Police Services Act.

Toronto Police Service Governance and Oversight

Purpose:

To ensure the provision of adequate and effective police services in accordance with community needs and expectations, through policy development, compliance monitoring with Board Policy and directions and priority setting, through stakeholder consultations and communications and consultation with the Chief of Police as required by the Police Services Act.

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change			
	Approved Budget	Projected Actual	2015	New/ Enhanced	2015	2015 Budget vs. 2014		2016 Plan		2017 Plan	
(In $000s)	$	$	$	$	$	$	%	$	%	$	%
Toronto Police Services Board											
Revenue	800.0	800.0	500.0	250.0	750.0	(50.0)	(6.3%)	(250.0)	(33.3%)		
Net Expenditures	2,358.2	2,290.3	2,283.8	32.0	2,315.8	(42.4)	(1.8%)	(32.0)	(1.4%)		
Approved Positions	8.0	7.0	7.0		7.0	(1.0)	(12.5%)				

The 2015 Operating Budget for Toronto Police Services Board of $3.066 million gross and $2.316 million net is $0.042 million or 1.8% below the 2014 Approved Budget of $2.358 million net and the budget target of 0% increase.

- Compensation of Board's staff follows the Toronto Police Senior Officer Organization (SOO) patterns. However, there is no agreement in place for the SOO which expired on December 31, 2014. Therefore, following the usual practice, no funding was included in the 2015 Operating Budget and the City made an estimated provision in its corporate accounts until a settlement is reached.
- The 2015 Operating Budget does not include any service changes.
- The 2015 Operating Budget includes two New & Enhanced initiatives to redesign and upgrade the Board's website and secure a consultant to determine the scope of the Community Contacts' data collection and analysis.
- Approval of the 2015 Operating Budget decreased the Toronto Police Services Board's approved staff complement by one permanent position as highlighted in the table below.

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced			Incremental Change			
	$'s	$'s	Position	2016 Plan		2017 Plan	
	Gross	Net	#	Gross	Net	Gross	Net
Enhanced Services Priorities							
Sub-Total	**32.0**	**32.0**		**(32.0)**	**(32.0)**		
New Service Priorities							
Data Collection & Analysis - Community Contacts	250.0			(250.0)			
Sub-Total	**250.0**			**(250.0)**			
Total	**282.0**	**32.0**		**(282.0)**	**(32.0)**		

Enhanced Service Priorities ($0.032 million gross and net)

- The 2015 Operating Budget includes $0.032 million gross and net of one-time funding to enable the Board to issue a Request for Quotations (RFQ) for assistance in upgrading the Board's website.
- The current website is built on a platform that is 8 years old and which does not support the features necessary to enhance the Board's objective of timely information-sharing with the community nor does it adequately provide features to support the information-sharing or communication needs of individual Board members.
- In addition, this funding will ensure that the website complies with Accessibility for Ontarians with Disabilities (AODA) standards.

New Service Priorities ($0.250 million gross & $0 net)

- The 2015 Operating Budget provides $0.250 million gross and $0 net to secure an external consultant or evaluator to determine what type of data should be collected, the retention period and the scope of the data required as a result of the Board's approval of the Community Contacts Policy.
- Funding for this new initiative will be provided from the Innovation Reserve Fund (XR1713), resulting in a $0 net impact to the Program.

Table 3

2016 and 2017 Plan by Program

	2016-Incremental Increase				2017-Incremental Increase			
	Gross Expense	Net Expense	%	#	Gross Expense	Net Expense	%	#
Reversal of One-Time Funding	(282.0)	(250.0)	(32.0)	(1.4%)				
Sub-Total	(282.0)	(250.0)	(32.0)	(1.4%)				
Sub-Total								
Total Incremental Impact	(282.0)	(250.0)	(32.0)	(1.4%)				

The 2015 Base Budget for Toronto Police Services Board will result in a 2016 incremental net savings of $0.032 million to maintain 2015 service levels.

Future year incremental costs are primarily attributed to the following:

Known Impacts

- Reversal of one-time funding approved in 2015 for the Board's website upgrade and data collection and analysis for Community Contacts policy will result in a reduction of $0.282 million gross and $0.032 million net in 2016.
- There is no agreement in place with the Toronto Police Senior Officer Organization (SOO) which expired on December 31, 2014. Therefore, no Cost of Living Adjustments (COLA) estimate has been included in the Future Year Plans.
- Following the usual practice, an estimated provision for 2016 and 2017 compensation changes are reflected in the corporate accounts until a settlement is reached.

Anticipated Impacts

- In previous years, there was an expectation that additional resources may be required in future years as a result of Justice Morden's recommendations for a substantially expanded and strengthened role for civilian governance of the Toronto Police Services Board, as outlined in the *Independent Civilian Review into Matters Relating to the G20 Summit* report.
- The majority of the recommendations included in the Justice Morden's report have been implemented with existing resources and additional funding is no longer anticipated for future years.

Pan/Parapan American Games

2015 – 2024 Capital Budget and Plan Overview

Toronto is the official host city of the 2015 Pan/Parapan American Games.

In December 2009, City Council approved the Capital Budget and future year commitments for the capital Pan/Parapan American Games Program in the amount of $49.5 million. Subsequently, in February 2011, City Council approved additional City funding of $47 million, for a total City investment of $96.5 million.

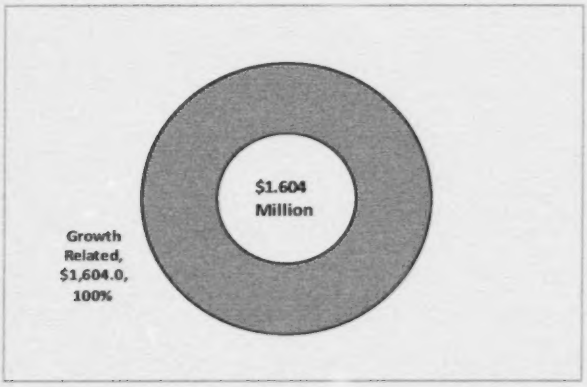
The 2015 Capital Budget includes a reduction to the *Resurfacing of Cycling Course* project in the amount of $1.45 million to reflect a reallocation of $1 million in City debt funding to the *Prince Edward Viaduct Illumination* project and $0.450 million ($0.198 million in City debt funding and $0.252 million in TO2015 contribution) for the *Bus Depot & Staging Area* project.

As a result of the funding reallocations included in the 2015 Capital Budget, the Pan/Parapan American Games Capital Program will reduce by $1 million from originally approved Capital Program of $96.511 million to a revised Capital Program of $95.511 million.

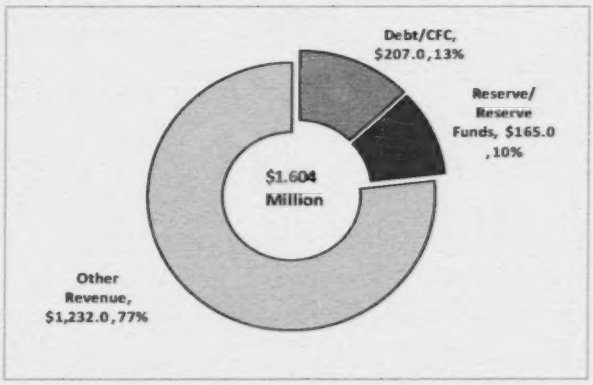
2014 Key Service Accomplishments

- The Toronto Pan Am Sports Centre was substantially complete by August 2014 and has been open
- to the public, university students and high-performance athletes since September 2014.
- The majority of upgrades to the West Channel waterways in order to meet international competition standards has been completed between August and December 2014.
- The indoor track at York University was resurfaced throughout the summer and was re-opened to the public in October 2014.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $1.604 million.
The 2015 Capital Budget expenditures are allocated into the following categories:

- The 2015 Capital Budget expenditures are allocated entirely to growth related projects.

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, is financed primarily by:

- *Debt ($0.207 million, 13%)*
  - Debt funding accounts for 13% of total financing and is in line with debt affordability guidelines set for this Program in 2015.
- *Reserve and Reserve Funds ($0.165 million, 100%)*
  - Reserve Fund funding represents 10% of the 2015 Capital Budget expenditures and is provided from the Perpetual Care of Landfills Reserve Fund (XR1013)
- *Other Revenues ($1.232 million, 77%)*
  - Other revenues reflect TO2015 funding to cover 56% of the total project costs, as per the cost sharing agreement.

Toronto Public Health

2015 Operating Budget Highlights

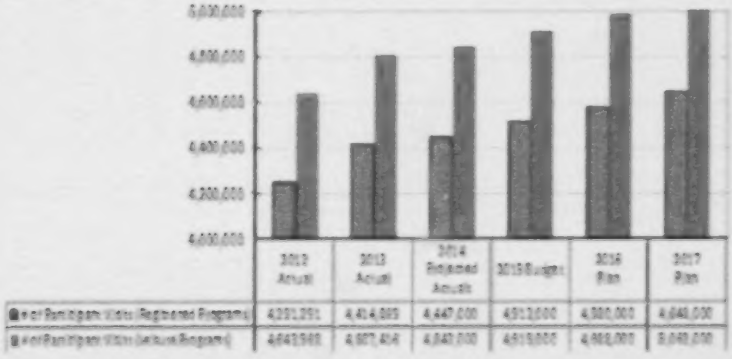
The total cost to deliver this service to Toronto residents in 2015 is $252.298 million gross, $56.970 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	247,632.2	252,298.0	4,665.8	1.9%
Gross Revenues	192,650.0	195,328.5	2,678.5	1.4%
Net Expenditures	**54,982.2**	**56,969.5**	**1,987.3**	**3.6%**

For 2015, TPH faced a base pressure of $0.792 million net due primarily to cost of inflation from the collective agreement and other non-salary inflationary fixed cost increases. Through on-going line by line reviews and base revenue changes, the Program was able to partially offset these pressures by $0.313 million net. Funding of $1.509 million net is included for new and enhanced service priorities which include an enhancement to the Toronto Urban Health Fund, additional funding for the 100% City funded, Student Nutrition Program and funding for the implementation of a Day Nursery Immunization Program.

Trends:

Number of Participant Visits for Recreation Programs



2015 Operating Budget Overview

Toronto Public Health (TPH) reduces health inequalities and improves the health of the entire population by delivering services that meet community health needs, comply with Ontario Public Health Standards, and make wise use of human and financial resources.

Fast Facts

- The Province provides funding to Ontario's 36 public health units. Since 2007, the Province has provided 75% of the funding for most TPH programs, with City of Toronto providing the other 25%.
- The provincial Health Protection and Promotion Act (HPPA) provides the legislative mandate for boards of health. Under the HPPA, there are 14 mandatory programs and services that must be provided and 21 regulations that must be adhered to ..

- Over the past nine years, the amount of funding for 100% provincially funded programs has increased by over 70% from $28.3 million in 2004 to $48.7 million in 2014.
- The municipal cost per person for Public Health Services rose slightly from $21.15 in 2014 to $21.91 in 2015, or 3% increase. The increases for the 100% City funded SNP are included.
- Beginning in 2005, the provincial contribution increased from 50% to 75% for various cost shared programs.

2014 Key Service Accomplishments

In 2014, Toronto Public Health accomplished the following:

Public Health Foundations:

- ✓ Implemented and conducted initial analysis of Toronto Public Health Student Survey; monitored, maintained, and assessed 49 health surveillance indicators and developed 2 new indicators and conducted analysis of 5 year trends related to income and health inequalities and ongoing surveillance for outbreak detection.
- ✓ Prepared 12 staff reports for the Board of Health and approved 25 research proposals submitted for ethics review.

Infectious Diseases

- ✓ Provided 24/7 availability to respond to reports of infectious disease requiring an immediate public health response and received, assessed and reviewed more than 89,000 notifications of all infectious diseases and reported infectious disease surveillance information to the Ministry of Health and Long-Term Care.
- ✓ Responded to approximately 34,000 cases of reportable/communicable diseases and responded to 330 outbreaks of communicable diseases in the community and institutional facilities.
- ✓ Inspected 1,065 licensed child care facilities and 3,551 critical and semi-critical personal services settings.
- ✓ Provided infection prevention and control liaison services to 20 hospital sites, 18 complex continuing care/rehab centres, 87 Long-Term Care Homes, 3 correctional facilities, 4 school boards and 65 shelters.
- ✓ Provided free TB medication to all clients with active TB and to clients diagnosed with Latent TB Infection (LTBI) who are referred for TB preventative therapy by their community health care provider and provided follow-up of all persons identified as contacts of an active TB case and assessed and followed up newcomers who are placed on TB Medical Surveillance by Citizenship and Immigration Canada.
- ✓ Provided over 55,000 clinic visits at sexual health clinics, investigated over 13,000 confirmed cases of chlamydia, gonorrhea, syphilis and HIV and ensured treatment of 100% of reportable sexually transmitted infections through TPH sexual health clinics (including partnership and contracted clinics) and provided sexual health promotion programming to 30,000 clients as per program priorities.
- ✓ Counseled (provided anonymous information and referral services) 25,600 callers through the AIDS and Sexual Health Information Line, recorded over 75,000 visits to the Needle Exchange and created and implemented a data base for condom distribution for the safer sex supplies program.
- ✓ Provided 38,000 immunizations for hepatitis B, 25,000 for Meningococcal meningitis, and 18,000 for human papillomavirus (HPV) for grades 7&8 students) and completed assessment of immunization records for 242,860 elementary, request immunization for 50,000 secondary students and 1,400 cold chain inspections for routine vaccine providers.
- ✓ Provided 29 immunization clinics for school-aged children who do not have access to OHIP or a health care provider and provided 50 community clinics for HPV vaccine for high school female students.
- ✓ Investigated 100% animal to human bite incidents, provided post exposure prophylaxis to attending physicians (when requested) and submitted 100% animal specimens for rabies testing when risk assessment indicates need.

Environmental Health

- ✓ Inspected approximately 32,000 food premises; responded to 100% of reports of suspected and confirmed food-borne illnesses or outbreaks, unsafe food handling practices, food recalls, adulteration, consumer complaints and food-related issues within 24 hours; Offered food safety training and certification to approximately 8,910 food handlers working in licensed food premises.
- ✓ Initiated a major Home Food Safety health promotion campaign using Food Safety Enhancement Funding aimed at 2.6 million residents of Toronto.
- ✓ Completed 4,351 recreational water facilities inspections; Issued 171 Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools; Investigated and resolved 215 adverse water reports in total; responded to 65 lead in water adverse reports; responded to 57 microbiological adverse reports; and responded to 18 other adverse reports including chemical adverse reports (27 in 2012).
- ✓ Responded to 5,458 (100%) complaints, including 793 (100%) after hours, alleging a health hazard within 24 hours or by the next business day and took action to eliminate or reduce the effect of health hazards for the 2.6 million residents of Toronto.
- ✓ Responded to 1,315 bed-bug related complaints/requests for service.
- ✓ Treated 352,164 catch basins (3 rounds) and 3,486 catch basins in environmentally sensitive areas through a service contract with CCMM, Set a minimum of 43 mosquito traps across the city and monitor from June until September; Conducted targeted tick dragging in areas where black legged ticks have been identified and submit samples for testing.

Emergency Preparedness

- ✓ Completed 100% of Business Continuity Plans and reached 100% of TPH staff with basic Incident Management System training through on-line training, (e-modules).

Chronic Diseases & Injuries

- ✓ Reached approx. 217,000 (60%) of children and youth in schools with Chronic Disease/Injury Prevention (CDI) initiatives that build positive health behaviours (healthy eating, active living, tobacco use prevention, injury prevention, and UVR/sun safety).
- ✓ Trained 161 peer leaders in type 2 diabetes prevention. Reached 4,232 people at risk of developing type 2 diabetes directly by trained peer leaders through awareness raising, physical activity and healthy eating/skill building sessions and workshops; an additional 14,446 individuals were reached through peer-led awareness-raising events and activities. TPH educated 851 individuals through type 2 diabetes risk assessment workshops and an additional 533 individuals through healthy eating and physical activity diabetes prevention workshops.
- ✓ Reached 100 schools and 2,000 peer leaders in elementary schools with Playground Activity Leaders in Schools (PALS). 40% of participating schools were in their second year or more of participation.
- ✓ Provided education and training to 450 health and allied health professionals on falls prevention from 84 agencies, educated 2,700 older adults through 75 falls prevention presentations / events.
- ✓ Provided one school nurse liaison for each of the ~800 schools in Toronto (ratio: 1:30, provincial average is 1:15).
- ✓ Reached 348,000 adults through substance misuse prevention communication campaign activities to promote the national Low-Risk Alcohol Drinking Guidelines.

Family Health

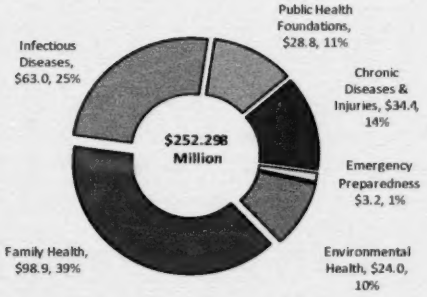
- ✓ Established Baby-Friendly Initiative (BFI) sustainability plan and participate in provincial collaborative initiative to develop province-wide breastfeeding surveillance data collection plan.
- ✓ Provided nutrition counseling and vitamin supplementation to 2,300 prenatal women in Healthiest Babies Possible program and group nutrition education to 2,500 prenatal women at 39 Canada Prenatal Nutrition Program sites and provided 20,000 mothers with breastfeeding education and support.
- ✓ Increased universal postpartum screening in community hospitals by 5% and conducted 35,000 home visits for families with children 0 to 3 years of age who are at high risk of poor developmental outcomes.
- ✓ Delivered group parenting education to 4,800 parents with 35% of groups delivered in priority at-risk neighbourhoods.
- ✓ Delivered culturally and language specific group nutrition education to 900 families with children 6 months to 6 years of age and provided wrap-around counseling and case-management for 480 families in partnership with Toronto Employee and Social Services.
- ✓ Provided speech and language therapy to 8,000 preschool children and conducted infant hearing screening tests on 38,000 newborns.
- ✓ Dental Services: conducted 21,000 dental screenings in elementary schools; conducted approximately 11,500 screenings in high schools and daycares and screened approximately 11,500 youth and children through the high school and child care screening program and referred approximately 2,800 for treatment.

Our Service Deliverables for 2015

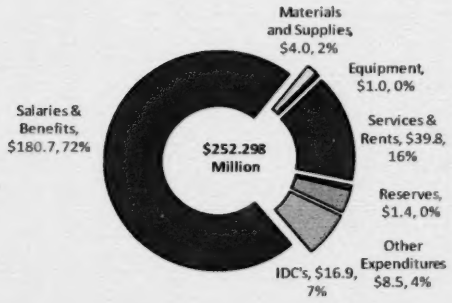
- Toronto Public Health offers a diverse range of public health programs and services to Torontonians as per its legislated mandate. The 2015 Operating Budget among other services, will enable the program to:
- Provide 60,000 client visits to sexual health clinics with a 2-3 week wait time for new clients.
- Inspect 32,000 food premises; receive and respond within 24 hours to reports of suspected and confirmed food-borne illnesses or outbreaks, unsafe food handling practices, food recalls, adulteration, consumer complaints and food-related issues.
- Provide menu analysis, nutrition education and/or food skills/literacy training to 60% of municipally funded Student Nutrition Programs (SNP) in the 2014/2015 school year.
- Reach 60% (~217,000) of children/youth in Toronto schools with CDIP initiatives building positive health behaviours.
- Respond to approximately 34,000 cases of reportable/communicable diseases and to approximately 9,500 cases and contacts of reportable/communicable diseases and to all outbreaks of communicable diseases.
- .

Where the money goes:

2015 Budget by Service
$251,182 Million

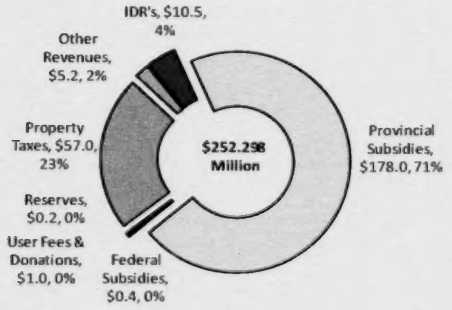

Public Health Foundations, $28.8, 11%
Infectious Diseases, $63.0, 25%
Chronic Diseases & Injuries, $34.4, 14%
$252.298 Million
Emergency Preparedness $3.2, 1%
Family Health, $98.9, 39%
Environmental Health, $24.0, 10%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Maintaining programs and services and continuing to meet public health legislative requirements and standards within financial constraints.**
  - ✓ The 2015 Operating Budget is $1.987 million or 3.6% over the 2014 Approved Budget.
  - ✓ TPH continues to explore options to improve service delivery through streamlining business processes and finding operational efficiencies, while ensuring accountability for taxpayers.
- **Within the Toronto Urban Health Fund (TUHF), there is a disparity in funding for the Youth Resiliency Stream and projects with merit are being turned down due to insufficient funds.**
  - ✓ The 2015 Operating Budget includes funding of $0.038 million net to allow TUHF to fund returning projects that could not be funded due to insufficient funds and additional eligible projects, mainly those related to youth resiliency.

2015 Operating Budget Highlights

The 2015 Operating Budget of $56.970 million net which is $1.987 million or 3.6 % over the 2014 Approved Net Operating Budget provides:

- Inflationary cost increases and general economic increases to enable the program to maintain the 2014 levels of service.
- Inflationary and enhanced funding of $0.038 million net for the Toronto Urban Health Fund allowing for approximately 5 more one-year projects to be funded.
  - ✓ Funding of $1.317 million net for the Student Nutrition Program to allow current programs to maintain their same level of service to their communities, increase the City's investment rate to 14.16% of total program costs and expand to 24 higher need publically funded schools not currently receiving municipal funding for a student nutrition program.

Program Map

Toronto Public Health

TPH reduces health inequalities and improves the health of the whole population.

Public Health Foundations	Chronic Diseases & Injuries	Family Health	Infectious Diseases	Environmental Health	Emergency Preparedness
Purpose: *To enable effective public health practice to current and evolving conditions, and contribute to the public's health and well-being.*	***Purpose:*** *To reduce the burden of preventable chronic diseases and injuries of public health importance and reduce the frequency and severity of preventable injury and of substance abuse.*	***Purpose:*** *To enable individuals and families to achieve optimal preconception health, experience a healthy pregnancy, have the healthiest newborn(s) possible, and be prepared for parenthood and all children to attain and sustain optimal health and developmental potential.*	***Purpose:*** *To prevent or reduce the burden infectious diseases of public health importance.*	***Purpose:*** *To prevent and reduce the burden of food, water and illnesses from health hazards in the physical environment.*	***Purpose:*** *To enable and ensure a consistent and effective response to public health emergencies and emergencies with public health impacts.*

Service Customers

Chronic Disease & Injuries

- Children
- Youth
- Adults
- Seniors
- Employers
- Community Agencies & Organizations
- Educational Institutions
- Families
- Employees
- Neighbourhoods
- City of Toronto Population

Family Health

- Community Partners
- Healthcare Providers
- Children 0 to 6 years of age
- Parents / Guardians
- Caregivers
- Community Partners
- Families
- Neighbourhoods
- City of Toronto
- Pregnant women and their partners
- Youth & Adults in their childbearing years

Public Health Emergency Preparedness

- TPH Staff
- other City divisions
- emergency response agencies
- community partners
- Public
- Emergency victims
- Health care providers

Environmental Health

- Drinking water and recreational water operators
- Water consumers
- Recreational water users
- General Public
- Food preparation / handling / processing operator
- Health hazard violator
- Food consumer
- Health Hazard Violator

Infectious Diseases

- Individuals with known or suspected reportable infectious diseases
- Individuals who are at risk for a reportable infectious disease
- Health care providers, hospitals, long-term care homes, retirement homes, correctional facilities and community partners
- Operators of personal service settings (incl. tattoo parlours, barbershops/salons, acupuncture, aestheticians, etc)
- Licensed day nurseries operators
- Funeral Home operators
- Local public health agencies across Ontario
- Toronto Police, Fire and EMS
- Individuals who are at risk for a vaccine preventable disease
- Students age 4 – 18 years old
- General Public
- Health care providers
- Parents & guardians
- School Boards
- Ministry of Health and Long Term – Care
- Board of Health
- Media
- Individuals with rabies
- Individuals who are at risk for rabies
- Health care providers, and community partners (incl. media)
- General public
- Ministry of Health and Long-Term Care
- General public, boards of education, schools, workplaces, health care providers, parents & guardians
- Customers of Personal Services (barbershops, hair salons, body piercing and tattooing, nail salons, acupuncture, aesthetics, etc) and staff who provide these personal services
- Residents and staff of Long-Term Care Homes, Retirement Homes and Rooming Houses and hospital patients and staff
- Children attending, and staff working at, licensed Day Nurseries and parents of these children
- General public, health care providers
- Individuals with known or suspected tuberculosis
- Individuals who are at risk for tuberculosis
- Health care providers, and community partners (e.g. shelters, correctional facilities, tuberculosis clinics, Citizenship and Immigration Canada)
- Individuals with known or suspected communicable infections, (sexually transmitted/blood-borne infections)
- Individuals who are at risk for a preventable communicable infection (sexually transmitted/blood-borne infections)
- Youth at risk for unwanted pregnancy
- Youth at risk for gender-based violence
- Health care providers, hospitals, schools, and community agencies
- Personal Service Setting Operators (incl. tattoo parlours, barbershops/ salons, acupuncture, aestheticians, etc.)
- Local Public Health agencies across Ontario
- Ministry of Health and Long-Term Care
- General public, boards of education, schools, agencies, workplaces, health care providers, parents & guardians
- Customers of Personal Services Operators (incl. tattoo parlours, barbershops/ salons, acupuncture, aestheticians, etc.)

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Chronic Diseases & Injuries											
Gross Expenditures	41,546.2	40,425.2	33,848.8	535.6	34,384.4	(7,161.8)	(17.2%)	(475.8)	(1.4%)	142.6	0.4%
Revenue	31,996.6	30,940.4	24,759.0	53.1	24,812.0	(7,184.6)	(22.5%)	(594.9)	(2.4%)	20.0	0.1%
Net Expenditures	9,549.6	9,484.8	9,089.8	482.6	9,572.4	22.8	0.2%	119.1	1.2%	122.6	1.3%
Emergency Preparedness											
Gross Expenditures	3,002.6	2,921.6	3,159.4	30.3	3,189.7	187.0	6.2%	(49.3)	(1.5%)	5.6	0.2%
Revenue	2,281.3	2,206.0	2,396.2	25.3	2,421.5	140.2	6.1%	(54.8)	(2.3%)	3.0	0.1%
Net Expenditures	721.3	715.6	763.2	5.0	768.2	46.9	6.5%	5.5	0.7%	2.6	0.3%
Environmental Health											
Gross Expenditures	24,650.6	23,985.5	23,866.2	136.1	24,002.2	(648.4)	(2.6%)	(59.5)	(0.2%)	(166.8)	(0.7%)
Revenue	19,084.2	18,454.3	18,438.3	121.7	18,560.0	(524.2)	(2.7%)	(71.4)	(0.4%)	(165.3)	(0.9%)
Net Expenditures	5,566.4	5,531.2	5,427.8	14.3	5,442.2	(124.2)	(2.2%)	11.9	0.2%	(1.5)	0.0%
Family Health											
Gross Expenditures	91,001.2	88,545.8	98,468.9	436.6	98,905.5	7,904.3	8.7%	(451.7)	(0.5%)	636.5	0.6%
Revenue	71,649.4	69,284.3	82,352.2	2.1	82,354.3	10,704.9	14.9%	(603.3)	(0.7%)	488.5	0.6%
Net Expenditures	19,351.8	19,261.6	16,116.6	434.6	16,551.2	(2,800.6)	(14.5%)	151.6	0.9%	148.0	0.9%
Infectious Diseases											
Gross Expenditures	68,114.4	66,276.5	62,595.0	389.4	62,984.3	(5,130.0)	(7.5%)	(410.4)	(0.7%)	(423.9)	(0.7%)
Revenue	54,635.4	52,831.9	49,194.4	313.1	49,507.5	(5,127.9)	(9.4%)	(462.6)	(0.9%)	(456.9)	(0.9%)
Net Expenditures	13,479.0	13,444.6	13,400.6	76.2	13,476.8	(2.2)	(0.0%)	52.2	0.4%	33.0	0.2%
Public Health Foundations											
	19,317.2	18,796.0	28,313.7	518.2	28,831.9	9,514.7	49.3%	724.4	2.5%	847.2	2.9%
Revenue	13,003.0	12,573.7	17,650.6	22.5	17,673.1	4,670.1	35.9%	571.7	3.2%	709.6	3.9%
Net Expenditures	6,314.2	6,222.2	10,663.0	495.7	11,158.8	4,844.6	76.7%	152.7	1.4%	137.5	1.2%
Total											
Gross Expenditures	247,632.2	240,950.6	250,251.8	2,046.2	252,298.0	4,665.8	1.9%	(722.2)	(0.3%)	1,041.1	0.4%
Revenue	192,650.0	186,290.6	194,790.8	537.7	195,328.5	2,678.5	1.4%	(1,215.2)	(0.6%)	599.0	0.3%
Total Net Expenditures	54,982.2	54,660.0	55,461.0	1,508.5	56,969.5	1,987.3	3.6%	493.0	0.9%	442.1	0.8%
Approved Positions	1,877.0	1,755.5	1,870.6	4.5	1,875.1	(2.0)	(0.1%)	(21.3)	(1.1%)	0.7	0.0%

The 2015 Operating Budget for Toronto Public Health is $252.298 million gross and $56.970 million net. The net budget increased by $1.987 million or 3.6% due to the following:

- All 6 services for Toronto Public Health are experiencing base budget pressures due primarily to inflationary cost increases in salary and benefits totaling $0.681 million net, general inflationary increases of $0.023 million net in other non-salary accounts as well as the annualized impact of $0.126 million net for new and enhanced service priorities approved in 2014. Other general cost inflationary increases of $0.028 million for Toronto Urban Health Fund and Sexual Health Clinic Services are further driving the costs for *Chronic Disease & Prevention Service* and *Infectious Disease Service.*
- To help mitigate the above base pressures of $0.792 million net, the Program was able to achieve line by line review savings of $0.030 million net across all services. Other savings include revenue adjustments of $0.283 million net, specific to the *Family Health Services* as a result of the transfer of cost shared dental programs to 100% Provincially funded integrated Low Income Dental Program (LIDP).

- As a result, Toronto Public Health's 2015 Base Budget increased by an incremental $0.479 million net or 0.9% over the 2014 Approved Operating Budget.
- The 2015 Operating Budget includes funding of $1.509 million net for 8 New and Enhanced Services including; enhanced funding of $0.038 million net for the cost-shared Toronto Urban Health Fund program to address funding shortfalls primarily related to youth resiliency grants; enhanced funding of $1.317 million net to cover the inflationary cost of food increase and enhancements and expansion to the 100% City funded, Student Nutrition Program; new funding of $0.025 million net to help reduce health impacts from climate change; new funding $0.048 million not to begin to implement a day nursery immunization program (this was offset by reductions within TPH); new funding of $0.081 million net for a mobile good food market; and one-time funding of $0.206 million gross and $0 net from TO2015/Ontario for participation and provision of increased PH services during 2015 Pan Am Games.
- The 2016 and 2017 Plans reflect the inflationary cost increases for progression pay, step and fringe benefits, as well as anticipated cost of food increase based on the Nutritious Food Basket for the Student Nutrition Program. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

Approval of the 2015 Operating Budget will result in Toronto Public Health reducing its total staff complement by 1.95 positions from 1,877 to 1,875.1, as highlighted in the table below:

Table 2

2015 New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced												Total Service Changes			Incremental Change			
	Chronic Diseases & Injuries		Emergency Preparedness		Environmental Health		Family Health		Infectious Diseases		Public Health Foundations		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities																			
Toronto Urban Health Fund	37.5	9.4							112.5	28.1			150.0	37.5					
Student Nutrition Program - Inflation	126.0	126.0					126.0	126.0			129.8	129.8	381.9	381.9		269.2		328.5	
Student Nutrition Program-Enhancement to Existing Programs	191.1	191.1					191.1	191.1			196.9	196.9	579.0	579.0					
Student Nutrition Program - Expansion to New Schools	117.5	117.5					117.5	117.5			121.0	121.0	356.0	356.0					
Sub-Total	472.1	443.9					434.6	434.6	112.5	28.1	447.7	447.7	1,466.9	1,354.4		269.2		328.5	
New Service Priorities																			
(a) New Services																			
2015 Pan Am Games - Operations	6.2		10.3		103.0		2.1		84.4				205.9		1.5		(1.5)		
Mobile Good Food Market	32.4	32.4			8.1	8.1					40.5	40.5	81.0	81.0		7.0			
Reducing Health Impacts from Climate Change	25.0	6.3	20.0	5.0	25.0	6.3					30.0	7.5	100.0	25.0	1.0	6.6			
Day Nursery Immunization									192.4	48.1			192.4	48.1	2.0				
Sub-Total	63.6	38.7	30.3	5.0	136.1	14.4	2.1		276.9	48.1	70.5	48.0	579.4	154.1	4.5	13.6	(1.5)		
Total	535.6	482.6	30.3	5.0	136.1	14.4	436.6	434.6	389.4	76.2	518.2	495.7	2,046.2	1,508.5	4.5	282.8	(1.5)	328.5	

Enhanced Service Priorities ($1.467 million gross & $1.354 million net)

Toronto Urban Health Fund ($0.150 million gross and $0.038 million net)

- The Toronto Urban Health Fund (TUHF) provides grant funding for projects which address HIV Prevention, Harm Reduction and Youth Resiliency. The additional funding of $0.038 million net in 2015 will help TPH to address funding shortfalls for projects with funding request renewals and projects in the youth resiliency stream. The funding is cost-shared with the province in 75/25 ratio.
- In 2014, TUHF provided grant funding for 44 applications comprised of 12 new projects and 32 returning projects representing 59% of the total requests. The proportion of funding for the HIV prevention, harm reduction, and youth resiliency stream was 39%/39%/22% respectively. With the budget enhancement, TUHF will be able to fund 63% of requests, equivalent to 49 applications and the funding proportion will be 38%/38%/24%.
- The youth resiliency stream will increase the number of projects to 15 from 12 and will maintain 6 projects in the South, and scale up 5 projects in the North and 4 projects in the East.

Student Nutrition Program – Food cost Inflationary Increase ($0.382 million gross and net)

- The 2015 Operating Budget provides additional funding of $0.382 million gross and net to cover the inflationary cost of food increase of 5.4% based on the Nutritious Food Basket survey results for Toronto.
- This increase will allow currently funded student nutrition programs to keep pace with the increasing costs of food in order to maintain their same level of service to their communities.
- In 2014, an estimated 155,484 Toronto children and youth are expected to access 681 municipally funded student nutrition programs in 501 school communities located in all City Wards. A late application and appeals process, to be completed by December 31, 2014, will slightly alter these numbers.
- This funding supports year 3 of the 5-year Student Nutrition plan approved by the Board of Health in 2012 to keep the municipal investment in student nutrition programs synchronized with annual cost of food increases.

Student Nutrition Program – Enhancement to Existing Programs ($0.579 million gross and net)

- The 2015 Operating Budget provides a net increase of $0.579 million gross and net to bring the municipal contribution rate for municipally-funded existing student nutrition programs to 14.16% of projected total program level costs (from 14% in 2014).

Student Nutrition Program – Expansion to New Schools ($0.356 million gross and net)

- The 2015 Operating Budget provides additional funding of $0.356 million gross and net to expand municipal funding to 24 higher need publically funded schools to start a breakfast program.
- Sites were identified through consultation with school, school boards, community contacts and key data sources. Funding will bring these schools to an equal level of funding as other student nutrition programs operating in Toronto.

New Service Priorities ($0.579 million gross & $0.154 million net)

Pan Am Games - Operations ($0.206 million gross and $0 net and increase of 1.5 positions)

- One-time funding, to be fully reimbursed from TO2015/Ontario is provided to enable TPH to deliver services over its current service levels at various Pan Am Games venues and event sites during the Pan Am Games (June 1 to August 30th).
- TPH will provide service during the Pan Am Games to standards as prescribed by the Ontario Health Protection and Promotion Act, the Ontario Public Health Standards and the City of Toronto Municipal Code, towards health hazard inspections (particularly food, pools and other aquatic facilities) and disease surveillance to prevent risks and address incidents should they occur.
- The increased funding also covers the cost of overtime to provide on-call support outside regular business hours for inspection, disease surveillance and crisis supports for 30 days while the Games are underway.

Mobile Good Food Market ($0.081 million gross and net)

- As part of the Poverty Reduction Initiatives, new funding of $0.081 million gross and net in 2015 with incremental funding of $0.007 million in 2016 will be provided to create a mobile good food market by retrofitting a bus that will visit multiple sites to provide opportunities to produce fresh food.
- This will be targeted to the lowest income residents who are underserved by traditional food retail.

Reducing Health Impacts from Climate Change ($0.100 million gross and $0.025 million net and increase of 1.0 position)

- Funding of $0.100 million gross and $0.025 million net, with incremental funding of $0.007 million net in 2016 is provided to fund 1 permanent position to develop and co-ordinate measures to prevent or reduce adverse health impacts associated with climate change through policy research and implementation, intergovernmental advocacy and strategic planning.
- Climate change in Toronto is expected to bring more extreme weather events including extreme heat/cold and severe rainstorms and funding helps to support the City's Strategic Actions on supporting environmental sustainability.

Day Nursery Immunization ($0.192 million gross and $0.048 million net and 2 positions)

- New funding of $0.192 million gross and $0.048 million net and 2 permanent positions is required to begin the implementation of a day nursery immunization program which will be cost shared between the Province (75%) and the City (25%). TPH reduced other areas to fund this initiative.
- Two nurses will visit all 950 centres and provide day nursery operators with education, promotional materials, recommendations and tools to assist them in meeting their responsibilities with regards to

immunizations and help increase their knowledge about their role for immunization under the Day Nurseries Act. Additional promotional materials will be created for day nursery operators to distribute to parents to increase compliance.

- Funding will help TPH meet four of the six requirements in the Ontario Public Health Standards, and would support planning to determine the most efficient way to transfer immunization records from Toronto day nurseries into the provincial electronic immunization database, Panorama.

Approval of the 2015 Base Budget for Toronto Public Health will result in a 2016 incremental cost of $0.493 million net and a 2017 incremental cost of $0.442 million net to maintain the 2015 level of service as discussed in the following section.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Fringe Benefits and Gapping	337.2	242.5	94.8	0.17%		329.7	251.7	78.0	0.14%	
Progression Pay & Step Increases	567.8	432.0	135.8	0.24%		202.0	152.5	49.5	0.09%	
Annualization	44.3	30.7	13.6							
Capital Project Delivery	(1,414.9)	(1,414.9)			(18.9)	157.5	157.5			0.7
Adjustment to One-Time Funding	(164.5)	(164.5)								
Reversal of Pan Am Games	(380.2)	(380.2)			(2.4)					
Sub-Total	(1,010.2)	(1,254.4)	244.2	0.43%	(21.3)	689.1	561.6	127.5	0.22%	0.7
Anticipated Impacts:										
SNP Inflation Increase	269.2		269.2	0.47%		328.5		328.5	0.57%	
IDC Increases	18.8	16.6	2.2	0.00%		19.0	14.2	4.7	0.01%	
Economic Factors						4.6	0.2	4.3	0.01%	
User Fees		22.5	(22.5)	(0.04%)			23.0	(23.0)	(0.04%)	
Sub-Total	288.0	39.2	248.9	0.44%		352.0	37.4	314.6	0.55%	
Total Incremental Impact	(722.2)	(1,215.2)	493.0	0.87%	(21.3)	1,041.1	599.0	442.1	0.77%	0.7

Known Impacts

- Progression pay, step, fringe benefits and gapping increases will result in increased pressure of $0.231 million net in 2016 and $0.128 million net in 2017. Since 2016 is a collective bargaining year, no estimate of cost of living allowance is included.
- Annualized impact of $0.011 million for the 100% provincially funded programs including the on-going Nobody's Perfect program will be fully offset by $0.011 million in additional revenues.
- Salary and benefit costs will be reduced by $1.415 million gross and $0 net following the planned completion of capital projects in 2016.

Anticipated Impacts

- The anticipated impact of $0.249 million in 2016 and $0.315 million in 2017 is comprised of the following:
  - The inflationary cost of food increase will result in incremental cost of $0.269 million in 2016 and $0.329 million in 2017 for the Student Nutrition Program and is based on the 5-year plan included in the report HL34.16 titled *"Student Nutrition Program: Five-Year Plan Status Update and 2015 Operating Budget Request"* which was approved by the Board of Health at its meeting of November 17, 2014.
- Other inflationary fee rate changes will result in savings of $0.023 million in future years.

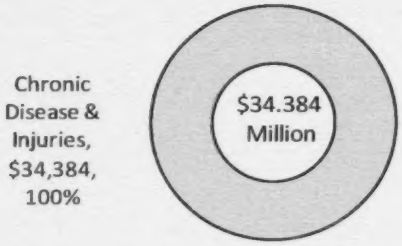
Chronic Diseases and Injuries

Chronic Diseases and Injuries

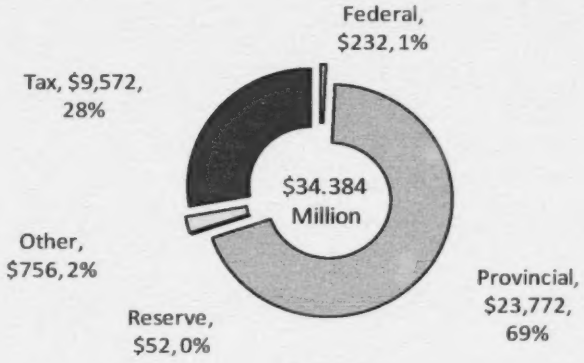
What We Do

- Promote behaviours that reduce the risk of chronic disease.
- Provide support to low income Torontonians to eat sufficient and nutritious food given income inadequacies.
- Delivers promotion and prevention campaigns and services focusing on Cancer Prevention and Early Detection, Nutrition Promotion, Physical Activity Promotion, Tobacco Use Prevention and Cessation, and Injury/Substance Misuse prevention.

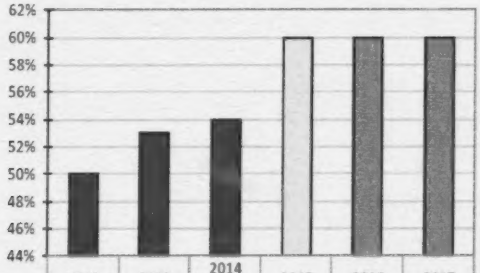
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Percentage (%) of Municipally Funded Student Nutrition Program receiving menu analysis, nutrition education, food skills/literacy and referral services



	2012 Actual	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of municipally funded SNPs receiving services	50%	53%	54%	60%	60%	60%

- TPH strives to provide at least 60% of municipally funded SNP's with a Registered Dietitian (RD) consultation.
- With enhanced funding for SNP, the number of school sites will increase incrementally from 688 in 2013, to 769 in 2016.
- TPH efforts are focussed on newer schools and those that have not met nutrition standards in the past and TPH expects to be on target in 2015.

2015 Service Levels
Chronic Diseases and Injuries

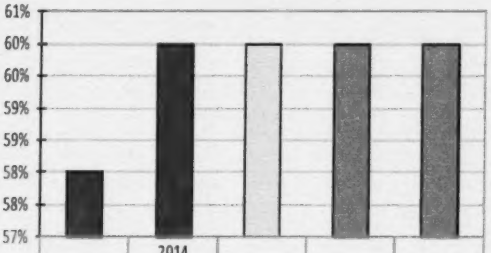
The 2015 Service Levels presented below are currently under review and will be modified to be more concise. The revised Service levels will be presented as part of the 2016 budget process.

Type	Sub-Type	Status	Approved Service Levels			Recommended
			2012	2013	2014	2015
Assessment and Surveillance		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Nutritious food basket measure and survey tool completed annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Nutritious food basket measure and survey tool completed annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Nutritious food basket measure and survey tool completed annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy.	1. **Conduct** systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. **Complete** Nutritious Food Basket measure and survey tool annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy.
Health Promotion and Policy Development		Approved	1. Provided chronic disease prevention services (physical activity leadership programs, healthy lunch presentations, school gardens and UVR/sun safety) to 348 elementary/middle schools, reaching 132,240 children and their parents. Provided chronic disease prevention services (e.g., food skills, school cafeteria program, school gardens and UVR/sun safety) to 81 secondary schools, reaching 70,875 youth (55% of the population). Provided one school nurse liaison with every school (ratio 1:30, provincial average is 1:15). Provided training sessions (e.g., physical activity, nutrition and self esteem) to 195 child care centres (involving 270 child care workers or 25% of targeted community). Provided comprehensive workplace health assessments and chronic disease services to 716 workplaces (with over 300 employees each) reaching over 101,548 employees. 2. Limited outreach to restaurants. 3. Partnered with 204 youth serving agencies to provide youth engagement initiatives and reached 16,480 youth. 3.-5. 1,450 adults reached through the diabetes assessment and prevention programs (approximately 45% of high risk adults). 4.-6. Provided education and training (food skills, smoking cessation, physical activity and cancer screening) to 130 service providers working with priority populations reaching approximately 4,100 residents. Provided 63 workshops (healthy eating, food skills, physical activities and cancer screening) for 1,200 adults from priority populations. 7. Received 2,268 telephone calls through the Central Intake Line, requesting chronic disease prevention related	Reach 60% (~217,000) of children/youth in Toronto schools with CDIP initiatives building positive health behaviours (healthy eating, active living, tobacco use prevention, UVR/sun safety). Reach 2000 peer leaders in 100 elementary schools participating in Playground Activity Leaders in Schools (PALS) programs, including 50% of participating schools in their second year or more of participation. Provide menu analysis, nutrition education, food skills/literacy training and community referral services to 60% of municipally funded Student Nutrition Programs. Train 600 Youth Leaders and 200 of their Adult Allies from youth-serving agencies in diverse communities in the areas of youth engagement, healthy eating, active living, tobacco use prevention, self-esteem and resiliency. Partner with at least 100 youth-serving agencies to reach over 15,000 youth (through established projects such as the Youth Health Action Network, TPH Youth Grants, Be Your Best Self social media platforms). Engage and educate 24,600 people through Cancer Prevention/Screening interventions (including community presentations/displays to under/screened populations, agency training and support, peer leader training, specific promotion of mammograms in ethnic and community newspapers). Train 160 peer leaders in diabetes education; reach 3,100 people at risk of developing type 2 diabetes directly by trained peer leaders and reach 240,000 people at risk with awareness raising through social marketing. Refer workplaces participating in Health Options at Work to at least 50 TPH services.		1. Reach 60% (~217,000) of children/youth in Toronto schools with CDIP initiatives. Reach 100 schools and 2000 peer leaders in elementary schools with Playground Activity Leaders in Schools (PALS) w/ 40% of participating schools in their second year or more of participation. **2. Provide CDI Services to youth such that 20% of identified youth-serving agencies receive a CDI consultation, 10% of which will receive an additional CDI service, and 60% of which will reach a prioritized youth population. Train 100 peer leaders in diabetes prevention, screening and education; reach 2,000 people at risk of developing type 2 diabetes through trained peer leaders; screen 900 people who may be at risk of type 2 diabetes; work with 80 community agencies and workplaces on diabetes prevention activities.** **3. Provide at least 65 TPH services to workplaces participating in Health Options at Work. Engage 6180 adults in 146 walking promotion pedometer lending programs through libraries, workplaces, & community sites. Achieve greater than 75% completion rate for tobacco inspections for Display and Promotion. Provide one school nurse liaison for each of the ~600 schools in Toronto (ratio: 1:30, provincial average is 1:15).**
Health Protection		Approved	Completed 9,125 tobacco enforcement inspections (in food premises, tobacco vendors and work/public places), laid 435 charges resulting in approximately $85,000 in fines (revenue for the City), and issued 2,432 warnings. Conducted several joint enforcement operations (related to contraband tobacco) with the RCMP, Toronto Police, Alcohol and Gaming (LT70/Ministry of Revenue (over 200 referrals of contraband tobacco to the Ontario Ministry of Revenue); and 200 premises inspected for contraband tobacco products	1. Respond to all (100 %) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display& promotion/bars& restaurants etc) 2. Prioritize compliance/enforcement checks of tobacco vendors for youth access and display & promotion to those vendors located in areas which young people frequent (ie schools, community and recreation centres) 3. Maintain compliance checks of schools. 4. Maintain compliance checks of high risk workplaces. Refer complaints about contraband to the Ministry of Revenue. 5. All (100%) of documented infractions will result in a written warning, an offence notice or summons depending/based on the frequency and severity of non-compliance.	1. Respond to all (100 %) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display& promotion/bars& restaurants etc) 2. Prioritize compliance/enforcement checks of tobacco vendors for youth access and display & promotion to those vendors located in areas which young people frequent (ie schools, community and recreation centres) 3. Maintain compliance checks of schools. 4. Maintain compliance checks of high risk workplaces. Refer complaints about contraband to the Ministry of Revenue. 5. All (100%) of documented infractions will result in a written warning, an offence notice or summons depending/based on the frequency and severity of non-compliance.	1. Respond to all (100%) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display & promotion/bars& restaurants etc) 2. Prioritize compliance/enforcement checks of tobacco vendors for youth access and display & promotion to those vendors located in areas which young people frequent (i.e. schools, community and recreation centres.) 3. Maintain compliance checks of schools **and high risk workplaces**. 4. Refer complaints about contraband to the Ministry of Revenue. 5. **Provide written notice, offence notice or summons for all** (100%) documented infractions depending/based on the frequency and severity of non-compliance.
Partnership Funding	Student Nutrition Program	Approved	465 school communities (representing 685 student nutrition programs) received grant funding through the municipal subsidy administered by the two public school board foundations reaching 132,246 children and youth (105,624 children and 26,622 youth).	465 school communities (representing 685 student nutrition programs) received grant funding through the municipal subsidy administered by the two public school board foundations reaching 132,246 children and youth (105,624 children and 26,622 youth).	465 school communities (representing 685 student nutrition programs) received grant funding through the municipal subsidy administered by the two public school board foundations reaching 132,246 children and youth (105,624 children and 26,622 youth).	**Provide menu analysis, nutrition education and/or food skills/literacy training to 60% of municipally funded Student Nutrition Programs in the 2014/2015 school year.**
Assessment and Surveillance		Approved	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	**Conduct** systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.

Type	Sub-Type	Status	Approved Service Levels			Recommended
			2013	2013	2014	2015
Health Promotion and Policy Development		Approved	1. Maintained and fostered over 200 drug prevention partnerships. 2. Delivered peer leader training to youth to enable them to effectively deliver injury and substance misuse prevention messaging to their peers. Approximately 200 elementary students, and 220 secondary students trained as peer leaders, reaching approximately 40,000 students. Provided one school nurse liaison with every school (ratio 1:16, provincial average is 1:95). Conducted 477 individual (person) youth suicide prevention. Worked with eight community partners and trained 150 allied health professionals that service 69,000 seniors. 3. 4,000 seniors reached through public awareness activities (fall prevention) Ongoing injury prevention campaign focussing on parents of 5-9 year olds (including ads in newsletters serving different ethnic communities). Received 1,551 telephone calls through the Central Intake Line, requesting healthy community related information, services and referral.	1. Maintained and fostered over 200 substance misuse prevention partnerships 2. Delivered peer leader training to youth to enable them to effectively deliver injury and substance misuse prevention messaging to their peers. Approximately, a total of 800 peer leaders were trained from elementary, middle, secondary and post secondary institutions and the community to reach approximately 41,000 children and youth 3. Ongoing injury prevention campaign focussing on parents of 5-9 year olds (including newsletters serving different ethnic communities)	1. Maintained and fostered over 200 substance misuse prevention partnerships 2. Delivered peer leader training to youth to enable them to effectively deliver injury and substance misuse prevention messaging to their peers. Approximately, a total of 800 peer leaders were trained from elementary, middle, secondary and post secondary institutions and the community to reach approximately 41,000 children and youth 3. Ongoing injury prevention campaign focussing on parents of 5-9 year olds (including newsletters serving different ethnic communities)	**1. Collaborate with 300 partners (including schools, libraries, community agencies, funded agencies, worksites, networks/coalitions, government and NGO stakeholders) to develop and deliver SMP services and programs.** **2. Deliver peer leader training to youth to enable them to effectively educate their peers in injury and substance misuse prevention. Provide training for approximately 700 peer leaders in schools, post-secondary institutions, community agencies and through community grant initiatives sponsored by the Toronto Urban Health Fund to reach 24,000 children and youth.** **3. Reach 43,000 children and youth with substance misuse prevention programs and community led grant initiatives sponsored by the THUF.** **4. Reach an estimated 400,000 adults through a public awareness campaign to promote the Low-Risk Alcohol Drinking Guidelines**
Health Protection		Approved	Provided car seat safety training at licensed child care centres, libraries, children aid societies, reaching 2,048 people. Provided bike helmet use education sessions at schools, community centres, libraries, workplaces reaching 2,121 people. Worked with libraries to host parenting programs and youth programs focussed on substance misuse. Worked with 15 community partners to address substance misuse. Provided four education sessions at four post-secondary institutions, reaching 180 peer leaders.	1. Provided car seat safety training at licensed child care centres, libraries, children aid societies, reaching 2000 people (projection) 2. Provided bike helmet use education sessions at schools, community centres, libraries, workplaces reaching 2269 people 3. Worked with libraries to host parenting programs and youth programs focussed on substance misuse 0	1. Provided car seat safety training at licensed child care centres, libraries, children aid societies, reaching 2000 people (projection) 2. Provided bike helmet use education sessions at schools, community centres, libraries, workplaces reaching 2269 people 3. Worked with libraries to host parenting programs and youth programs focussed on substance misuse 0	**1. Provide injury prevention education (including wheel safety and concussion prevention) to 3600 elementary-aged children.** **2. Provide education and training to 475 health care providers and caregiver on falls prevention from 65 agencies to build capacity in falls prevention for a potential reach of 135,000 older adults (aged 65+ years) (17% of agencies serving seniors in Toronto will send health care providers to be trained on Falls Prevention).** **3. Educate 2,700 older adults through 75 falls prevention presentations / events.**
Partnership Funding	Drug Prevention Community Investment Program	Approved	Funded 38 community drug prevention projects	Funded 26 community drug prevention projects	Funded 26 community drug prevention projects	**Funded 16** community drug prevention projects

Service Performance

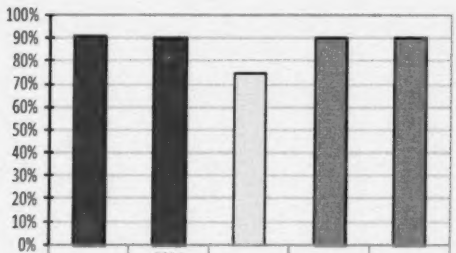
Effectiveness Measure – Percentage (%) of children and youth in schools reached through CDIP initiative



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of children and youth in schools reached through CDIP initiative	58%	60%	60%	60%	60%

- Schools are the ideal setting to reach children and youth with chronic disease and injury prevention initiatives.
- Given the number of schools in Toronto and limited resources TPH strives to reach 60% of schools, with special emphasis given to schools in priority neighbourhoods.
- CDIP is striving to increase the number of services provided within each school reached with a target of at least 2 services in each school.

Effectiveness Measure - Percentage (%) of required tobacco inspections done for Display and Promotion



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of required tobacco inspections done for Display and Promotion	91%	90%	75%	90%	90%

- Tobacco inspections are done to increase owner/operator awareness and compliance with legislative requirements.
- Tobacco Enforcement Officers (TEO's) are challenged annually to inspect all 3,240 vendors in the City of Toronto.
- In 2015, the performance is expected to drop to 75% due to the shift in focus on 2015 Pan Am Games and is expected to return to 90% performance level in 2016.

Table 7

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Chronic Diseases & Injuries	41,546.2	33,869.6	(20.8)	33,848.8	(7,697.4)	(18.5%)	535.6	**34,384.4**	(7,161.8)	(17.2%)	(475.8)	(1.4%)	142.6	0.4%
Total Gross Exp.	41,546.2	33,869.6	(20.8)	33,848.8	(7,697.4)	(18.5%)	535.6	**34,384.4**	(7,161.8)	(17.2%)	(475.8)	(1.4%)	142.6	0.4%
REVENUE														
Chronic Diseases & Injuries	31,996.6	24,774.6	(15.6)	24,759.0	(7,237.6)	(22.6%)	53.1	**24,812.0**	(7,184.6)	(22.5%)	(594.9)	(2.4%)	20.0	0.1%
Total Revenues	31,996.6	24,774.6	(15.6)	24,759.0	(7,237.6)	(22.6%)	53.1	**24,812.0**	(7,184.6)	(22.5%)	(594.9)	(2.4%)	20.0	0.1%
NET EXP.														
Chronic Diseases & Injuries	9,549.6	9,095.0	(5.2)	9,089.8	(459.8)	(4.8%)	482.6	**9,572.4**	22.8	0.2%	119.1	1.2%	122.6	1.3%
Total Net Exp.	9,549.6	9,095.0	(5.2)	9,089.8	(459.8)	(4.8%)	482.6	**9,572.4**	22.8	0.2%	119.1	1.2%	122.6	1.2%
Approved Positions	297.0	249.6		249.6	(47.4)	(16.0%)		**249.6**	(47.4)	(16.0%)				

The 2015 Operating Base Budget for Chronic Diseases & Injuries Service of $33.849 million gross and $9.090 million net is $0.460 million or 4.8% below the 2014 Approved Net Budget.

The ***Chronic Disease & Injuries Service*** promotes behaviors that reduce the risk of chronic disease and provides support to low income Torontonians to eat sufficient and nutritious food given income inadequacies. This service primarily:

- Delivers promotion and prevention campaigns and services focusing on Cancer Prevention and Early Detection, Nutrition Promotion, Physical Activity Promotion, Tobacco Use Prevention and Cessation, and Injury/Substance Misuse Prevention.

- The Chronic Disease & Injuries service provides funding in part for the 100%, City funded, Student Nutrition Program as well as for the Toronto Urban Health fund (TUHF), formerly referred to as the AIDS Prevention and Drugs Prevention Community Partnership Investment Program. As the base budget for these two programs is not funded through any discreet service, more than one service is experiencing the impact of inflationary cost increases for the TUHF program as well as the increasing food costs for the Student Nutrition program.
- Base budget pressures in Chronic Disease & Injuries Service are due mainly to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.074 million net and the annualized impact of $0.077 million net due to the prior year approval of the new service priority, Preventing Childhood Obesity, that was partially implemented in 2014.
- These base budget pressures were offset by line by line review savings of $0.005 million net to reflect actual experience and technical adjustment of $0.616 million net required to realign expenditures according to the revised Program Map which is now based on 6 services.
- The 2015 Operating Budget for Chronic Disease & Injuries service includes funding of $0.444 million net to fund enhanced service priorities: $0.009 million net to fund the cost-shared Toronto Urban Health Fund program and $0.435 million net for the 100% City-funded Student Nutrition Program. New funding of $0.039 million net is for the implementation of a Mobile Good Food Market ($0.032 million), reducing health impacts from climate changes ($0.006 million net) and for participation during the Pan Am Games which will be recovered from TO2015/Ontario.

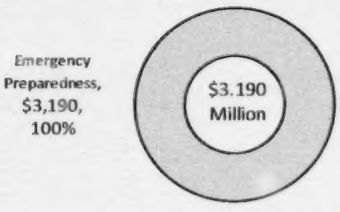
Emergency Preparedness

Emergency Preparedness

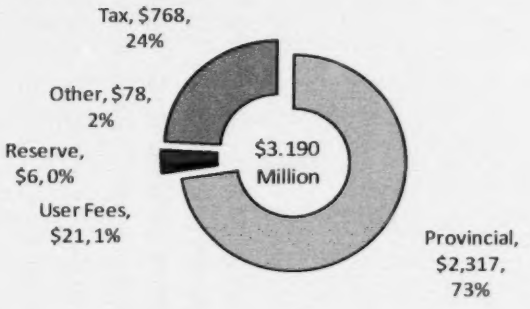
What We Do

- Aims to develop a culture of preparedness and ensure Toronto Public Heath is prepared for a public health emergency.
- Develop and maintain emergency response plans which include arrangements and processes to respond to and recover from a variety of public health emergencies such as an influenza pandemic or large scale infections disease outbreak.
- Conduct exercises and training courses on emergency preparedness, response and recovery including the Incident Management System (IMS).

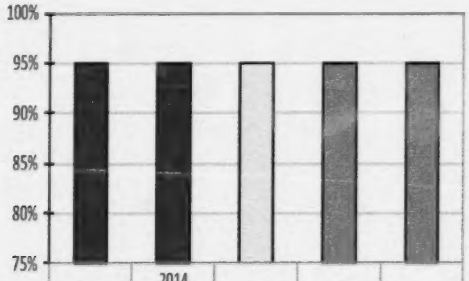
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Percentage (%) of non-union staff up to date in Incident Management System and function training



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	Benchmark
% of non-union up-to-date in IMS and function training	95%	95%	95%	95%	95%

- The City of Toronto adopted the IMS to organize and coordinate responses to emergencies across City Divisions. TPH assigns all non-union staff to a response function and provides one-day training.
- To maintain a state of preparedness, TPH will continue to meet 95% completion rate in 2015 and beyond.

2015 Service Levels
Emergency Preparedness

The 2015 Service Levels presented below are currently under review and will be modified to be more concise. The revised Service levels will be presented as part of the 2016 budget process.

			Approved Service Levels			Recommended
Type	Sub-Type	Status	2012	2013	2014	2015
Assessment and Surveillance		Approved	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.			**1. Conduct systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority populations** **2. Conduct surveillance of community emergency planning & preparedness**
Health Protection		Approved	1. COOP & ERP developed and periodically updated. 2.24/7 protocols developed for staff and tested annually. 3. Maintain up to date information on Toronto Public Health's public website and participated in joint public events (i.e., emergency preparedness week). 4. Provided specific training to 50 TPH staff that have been pre-assigned to different roles within the incident management system and continuity of operations. 5.&6. The following are in place and tested and regularly updated: Hot Weather Response Plan, Nuclear Emergency Response Plan, Nuclear Liquid Emission Response Protocol, TPH continuity of Operations Plan, TPH Notification Plan Activation and Staff Mobilization, Emergency Communication, and TPH divisional Operations Centre Protocol. Plan and respond by providing psycho-social support in an emergency as	1. Maintain COOP & ERP. 2. Maintain and test 24/7 protocols for staff. 3. Maintain up to date information on Toronto Public Health's public website. 4. Provide specific training to 50 TPH staff that have been pre-assigned to different roles within the Incident Management System and Continuity of Operations. 5.&6. Maintain the following: TPH Emergency Plan, Pandemic Influenza Plan, Hot Weather Response Plan, Nuclear Emergency Response Plan, Nuclear Liquid Emission Response Protocol, TPH Continuity of Operations Plan, Emergency Communication, and TPH Divisional Operations Centre Protocol. Plan and respond by providing psycho-social support (psychological first-aid) in an emergency as required.	1. Maintain Continuity Plans & ERP. 2. Maintain and test 24/7 protocols for staff. 3. Maintain up to date information on Toronto Public Health's public website. 4. Provide specific training to 50 TPH staff that have been pre-assigned to different roles within the Incident Management System and Business Continuity. 5.&6. Maintain the following: TPH Emergency Plan, Pandemic Influenza Plan, Hot Weather Response Plan, Nuclear Emergency Response Plan, Nuclear Liquid Emission Response Protocol, TPH Continuity Plans, Emergency Communication, and TPH Divisional Operations Centre Protocol. Plan and respond by providing psycho-social support (psychological first-aid) in an emergency as required.	**1. Maintain Business Continuity Plans and TPH Emergency Plan (ERP).** **2. Maintain and test 24/7 protocols for TPH staff.** **3. Maintain up to date emergency preparedness information on TPH's public website.** **4. Maintain current training level at 90% of all TPH staff that have been pre-assigned to different Incident Management System and business continuity roles.** **5. Maintain and exercise the TPH Emergency Plan and its components.** **6. Maintain the City of Toronto's Emergency Plan Psychosocial Support Operational Support Function.**

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Emergency Preparedness	3,002.6	3,163.1	(3.8)	3,159.4	156.7	5.2%	30.3	**3,189.7**	187.0	6.2%	(49.3)	(1.5%)	5.6	0.2%
Total Gross Exp.	3,002.6	3,163.1	(3.8)	3,159.4	156.7	5.2%	30.3	**3,189.7**	187.0	6.2%	(49.3)	(1.5%)	5.6	0.2%
REVENUE														
Emergency Preparedness	2,281.3	2,399.0	(2.8)	2,396.2	114.9	5.0%	25.3	**2,421.5**	140.2	6.1%	(54.8)	(2.3%)	3.0	0.1%
Total Revenues	2,281.3	2,399.0	(2.8)	2,396.2	114.9	5.0%	25.3	**2,421.5**	140.2	6.1%	(54.8)	(2.3%)	3.0	0.1%
NET EXP.														
Emergency Preparedness	721.3	764.1	(0.9)	763.2	41.9	5.8%	5.0	**768.2**	46.9	6.5%	5.5	0.7%	2.6	0.3%
Total Net Exp.	721.3	764.1	(0.9)	763.2	41.9	5.8%	5.0	**768.2**	46.9	6.5%	5.5	0.7%	2.6	0.3%
Approved Positions	24.6	25.7		25.7	1.1	4.3%	0.3	**26.0**	1.3	5.4%	(0.1)	(0.4%)		

The 2015 Operating Base Budget for Emergency Preparedness Service of $3.159 million gross and $0.763 net is $0.042 million or 5.8% over the 2014 Approved Net Budget.

The ***Emergency Preparedness Service*** aims to ensure TPH is prepared for a public health emergency as the successful resolution of an emergency depends on the readiness of an organization at the beginning of the crisis. This service primarily:

- Develops and maintains emergency response plans and conducts exercises and training courses on emergency preparedness.

- Base budget pressures in the Emergency Preparedness service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.040 million net which have been partially offset by line by line review savings of $0.001 million net to reflect actual experience.

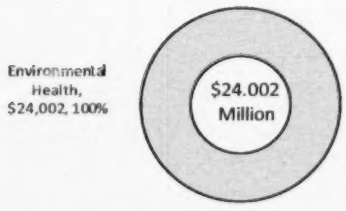
- The 2015 Operating Budget for Emergency Preparedness includes new funding of $0.010 million gross provided for TPH's participation during the Pan Am Games which will be recovered from TO2015/Ontario and funding of $0.020 million gross and $0.005 million net to reduce health impacts for climate change.

Environmental Health

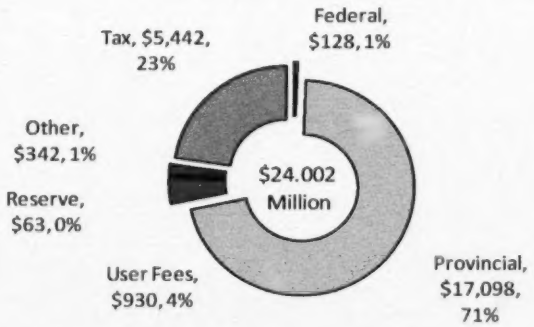
What We Do

- Promote safe of food and beverages in restaurants and processing plants including inspection of over 17,000 food premises in the City of Toronto to ensure compliance with provincial food safety standards.
- Education, training and certification on safe food preparation, handling and processing for food premise operators and food safety education for the general public.
- Monitor drinking water and recreational water quality (beaches, spas, pools) to ensure compliance with provincial standards, and notifies stakeholders in the event of adverse water conditions.

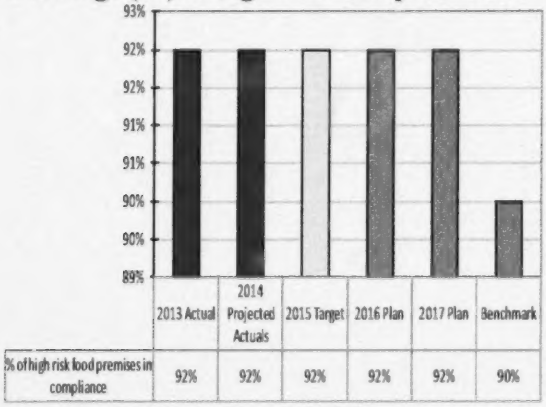
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Percentage (%) of high risk food premises in compliance with Food Premises Regulation



- Food establishments are required to be in compliance with the food premises regulations and other related legislation.
- There are three categories 'High', 'Moderate', and 'Low". Health Units are mandated to inspect 'High-risk' premises three times per year. TPH measures and tracks compliance rates within high risk establishments.
- The standard is to maintain compliance at 90% and TPH has consistently been over at 92% and will continue to be at 92% in 2015 & 2016.

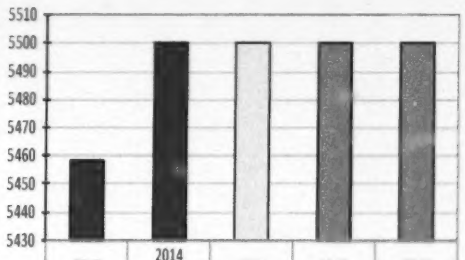
2015 Service Levels
Environmental Health

The 2015 Service Levels presented below are currently under review and will be modified to be more concise. The revised Service levels will be presented as part of the 2016 budget process.

			Approved Service Levels			Recommended
Type	Sub Type	Status	2012	2013	2014	2015
Assessment and Surveillance		Approved	1. Receive up to 1,000 adverse water reports from Toronto Water annually; assesses, respond and provide appropriate direction as required. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Receive up to 1,000 adverse water reports from Toronto Water annually; assesses, respond and provide appropriate direction as required. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Receive up to 1,000 adverse water reports from Toronto Water annually; assesses, respond and provide appropriate direction as required. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. conduct systematic and routine assessment, surveillance, monitoring and reporting of Toronto's drinking water system and drinking water illnesses and their associated risk factors to respond and provide appropriate direction as required 2. monitor 11 (100%) public beaches and any reported water illnesses of public health importance, their associated risk factors, and emerging trends to respond and provide appropriate direction 3. conduct system site and routine assessment, surveillance, monitoring and reporting of 1678 (100%) public recreational water facilities and take appropriate action 4.conduct system site and routine analysis of surveillance data to inform program and policy development and service adjustment(s)
Health Promotion and Policy Development		Approved	1. Maintain and update Toronto's public website on Toronto's beach water conditions (includes notices of beach closures, locations and swimming conditions). 2. Revised Pool and SPA Operator informations	1. Maintain and update Toronto's public website on Toronto's beach water conditions (includes notices of beach closures, locations and swimming conditions). 2. Revise Pool and SPA Operator informations. 3. Implement a process for disclosing inspection results for swimming pools and spas.	1. Maintain and update Toronto's public website on Toronto's beach water conditions (includes notices of beach closures, locations and swimming conditions). 2. Revise Pool and SPA Operator informations. 3. Implement a process for disclosing inspection results for swimming pools and spas.	1. maintain up-to-date public website on Toronto's beach water conditions and disclose public swimming pool and spa inspection results 2. provide information packages to pool and spa operators 3. respond to information requests on lead corrosion in Toronto's drinking water system, and private drinking water systems
Disease Prevention/Health Protection		Approved	1. System in place to receive and respond to adverse events. Up to 1,000 adverse drinking water events reported and investigated annually (STB). 2. All 11 public beaches monitored daily (from June to September), with 61 beach water samples taken and assessed/analyzed daily and reported on the public web site. Completed approximately 3,500 recreational water facilities inspections. 3. Issued 143 Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools as conditions were found to cause a health hazard.	1. System in place to receive and respond to adverse events. Up to 1,000 adverse drinking water events reported and investigated. 2. All 11 public beaches monitored daily (from June to September), with 61 beach water samples taken and assessed/analyzed daily and reported on the public web site. 3. Inspect all 138 (100%) Class A Indoor Pools 4 times (once every three months). 4. Issue Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools where conditions are found to cause a health hazard. 5. Maintain compliance rate at no less than 85%.	1. System in place to receive and respond to adverse events. Up to 1,000 adverse drinking water events reported and investigated. 2. All 11 public beaches monitored daily (from June to September), with 61 beach water samples taken and assessed/analyzed daily, and reported on the public web site. 3. Inspect all 138 (100%) Class A Indoor Pools 4 times (once every three months). 4. Issue Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools where conditions are found to cause a health hazard. 5. Maintain compliance rate at no less than 85%.	1. receive, assess and respond to all (100%) reported adverse drinking water events (>200/year) 2. monitor, sample, assess, analyze and report on 11 (100%) public beaches daily (June to September) 3. inspect 202 (100%) indoor Class A Pools and outdoor Class A pools 2 times/year or at least once every three months while in operation and take appropriate enforcement action(s) 4. inspect 861 (100%) indoor Class B pools and outdoor Class B pools 2 times/year or at least once every three months while in operation 5. inspect 81 (100%) public indoor and outdoor wading pools, splash pads and non-regulated facilities 2 times/year and at least once every 3 months while in operation 6. maintain 24/7 availability to receive and respond appropriately to safe water issues including adverse drinking water events, water-borne illness(es)/outbreak(s), weather events, power outage and recreational water
Assessment and Surveillance		Approved	1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Conduct epidemiological analysis of surveillance data, including monitoring of trends over time, emerging trends, and priority populations 2. Conduct surveillance of community environmental health status
Health Promotion and Policy Development		Approved	1. 7,414 food handlers trained, 7,145 food handlers certified, and 286 food handler training sessions conducted. 2. Conducted about 20 public education campaigns (trade shows, events, special education sessions, etc).	1. Offer food safety training and certification to 9,000 food handlers working in licensed food premises. 2. Conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents.	1. Offer food safety training and certification to 9,000 food handlers working in licensed food premises. 2. Conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents.	1. Offer food safety training and certification to 9,000 food handlers working in licensed food premises 2. Conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents*
Disease Prevention/Health Protection		Approved	1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours (1SB). 2. Inspected all 17,243 food premises including: 5,670 high risk food premises; 7,254 moderate risk food premises and 4,319 low risk premises in 2010. Food premise inspections and re-inspections undertaken totalled 31,056 (including catered and on-site prepared food at the 876 licensed child care facilities); all 32 farmers markets were inspected, and inspected and/or	1. Report in accordance with HPPA and regulations and respond to reports of suspected cases within 24 hours. 2. Inspected all 17,090 (approximately) food premises. 3. conduct 16626 inspections of the 5542 High Risk premises (each inspected once every four months). 4. Maintain compliance rate at no less than 90%. 5. Conduct 15,000 risk Assessments.	1. Report in accordance with HPPA and regulations and respond to reports of suspected cases within 24 hours. 2. Inspected all 17,617 (approximately) food premises. 3. Conduct 16,626 inspections of the 5,542 High Risk premises (each inspected once every four months). 4. Maintain compliance rate at no less than 90%. 5. Conduct 15,000 Risk Assessments.	1. report in accordance with HPPA and regulations and respond to reports of suspected food-borne illness within 24 hours 2. inspect 100% (approx. 17,617) food premises 3. conduct 16,626 (100%) inspections of 5,542 High Risk premises (each inspected once every four months) 4. conduct 15,000 (95%) food premise risk assessments
Assessment and Surveillance		Approved	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.			1. conduct epidemiological analyses of surveillance data, including monitoring of trends over time, emerging trends, and priority populations 2. conduct surveillance of community environmental health status
Health Promotion and Policy Development		Approved	1 &2. Developed and distributed 790 pre-season education packages to landlords of rooming house/boarding home/ Toronto Community Housing/senior sectors.	1 Provide Hot Weather Protection Packages to 675 (100%) Rooming and Houses and other facilities	1 Provide Hot Weather Protection Packages to 675 (100%) Rooming and Houses and other facilities	1. provide information to increase public awareness of health hazard risk factors including indoor (legionella) and outdoor (smog) air quality, extreme weather (flooding), climate change (hot weather), radiation exposure (radon, tanning beds) 2. provide hot weather protection packages to 720 (100% of high risk) landlords of rooming/boarding house/retirement home/nursing homes 3. inspect and assess facilities where there is an elevated risk of illness associated with exposures that are known or suspected to be associated with health including 288 high risk rooming/boarding houses during an extended Extreme Heat event and monitor 1636 industrial/commercial sites for identified hazardous priority chemicals and their use and release
Disease Prevention/Health Protection		Approved	1. Declared and issued 11 extreme heat alerts and 5 heat alerts, and conducted over 667 community visits during extreme heat alerts; investigated six critical incidents. 2. Not complying with annual inspections of arenas, schools, lodging homes, boarding homes and retirement homes. 3. Developed policies, procedures and control measures specific to the health hazard (i.e., mold contamination of indoor environment, asbestos, indoor air quality issues, solvent migration in indoor air, responding to indoor air complaints, chemical spills and vector-borne diseases). 4. 429,568 mosquitoes/catch basins treated, 37 open water sites were assessed 286 times, resulting 227 treatments, and tested 1,988 batches mosquitoes for West Nile. 5. Community alert systems in place as appropriate (i.e., heat alert).	1. Respond to 5500 complaints alleging a health hazard within 24 hours or by the next business day. 2. Inspect 407 (100%) High Risk Rooming/Boarding Houses during an extended Extreme Heat event. 3. Respond to 100% of Critical Incidents from EMS within 24 hours. 4. Respond to 695 (100%) After hours calls through On Call system.	1. Respond to 5500 complaints alleging a health hazard within 24 hours or by the next business day. 2. Inspect 407 (100%) High Risk Rooming/Boarding Houses during an extended Extreme Heat event. 3. Respond to 100% of Critical Incidents from EMS within 24 hours. 4. Respond to 695 (100%) After hours calls through On Call system.	1. maintain 24/7 availability to receive, respond and manage alleged health hazards reports within 24 hours or by the next business day including 11 heat critical events, >1300 bed bug and extreme cleanouts, > 2750 mould/indoor air quality concerns, >210 FOI requests regarding historical land use and environmental contamination, manage of 6 long term environmental issues and conduct 6 disease cluster investigations 2. implement a local vector-borne management strategy including weekly monitoring, testing and reporting of 42 mosquito traps in the City (June 2-September 23) for mosquito speciation and WNV virus infection, harvesting 120,000 catch basins and 29 open bodied surface waters, investigating and taking appropriate action on >100 stagnant water complaints, conduct tick dragging activities for active Lyme disease cases 3. maintain system to support timely and comprehensive communication with relevant health care and other community partners about health hazard risks including heat alerts and extreme heat alerts (May 15-September 30th), smog alerts, incidence of West Nile Virus activity

Service Performance

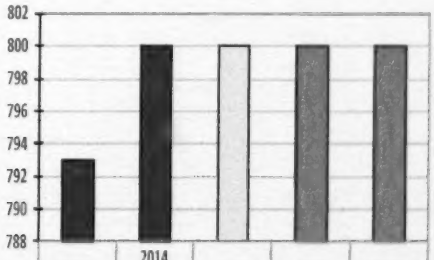
Output Measure – Number (#) of health hazard complaints investigated



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of health hazard complaints investigated	5,458	5,500	5,500	5,500	5,500

- All the complaints received are investigated but response time could be affected by resources. Priority is given to complaints relating to a potential health hazard.
- Based on prior experience, it is expected that 5,500 complaints will be investigated in 2015 and future years.

Output Measure – Number (#) of calls responded to through after hours on-call system



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of call responded to through after hours on-call system	793	800	800	800	800

- The Ontario Public Health Standards require health units to maintain an On-call system for receiving and responding to reports of potential health hazards on a 24/7 basis.
- Calls can either be resolved by telephone, require a site visit or referred until the next business day.
- A system is in place and all calls are recorded and tracked through the HE On-call database.
- The number of calls responded to has grown from 793 calls in 2013 to 800 calls in 2014 which is expected to be maintained in 2015 and future years.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Environmental Health	24,650.6	23,889.9	(23.8)	23,866.2	(784.4)	(3.2%)	136.1	**24,002.2**	(648.4)	(2.6%)	(59.5)	(0.2%)	(166.8)	(0.7%)
Total Gross Exp.	24,650.6	23,889.9	(23.8)	23,866.2	(784.4)	(3.2%)	136.1	**24,002.2**	(648.4)	(2.6%)	(59.5)	(0.2%)	(166.8)	(0.7%)
REVENUE														
Environmental Health	19,084.2	18,456.2	(17.8)	18,438.3	(645.9)	(3.4%)	121.7	**18,560.0**	(524.2)	(2.7%)	(71.4)	(0.4%)	(165.3)	(0.9%)
Total Revenues	19,084.2	18,456.2	(17.8)	18,438.3	(645.9)	(3.4%)	121.7	**18,560.0**	(524.2)	(2.7%)	(71.4)	(0.4%)	(165.3)	(0.9%)
NET EXP.														
Environmental Health	5,566.4	5,433.8	(5.9)	5,427.8	(138.5)	(2.5%)	14.3	**5,442.2**	(124.2)	(2.2%)	11.9	0.2%	(1.5)	(0.0%)
Total Net Exp.	5,566.4	5,433.8	(5.9)	5,427.8	(138.5)	(2.5%)	14.3	**5,442.2**	(124.2)	(2.2%)	11.9	0.2%	(1.5)	(0.0%)
Approved Positions	205.2	196.6		196.6	(8.6)	(4.2%)	1.0	**197.6**	(7.6)	(3.7%)	(0.8)	(0.4%)		

The 2015 Operating Base Budget for Environmental Health Service of $23.866 million gross and $5.428 million net is $0.139 million or 2.5% below the 2014 Approved Net Budget.

The ***Environmental Health Service*** promotes safety of food and beverages in restaurants and processing plants as well as monitors drinking water and recreational water compliance. This service primarily:

- Inspects food premises and provides education, training and certification to food premises operators and the general public; and
- Notifies stakeholders in the event of adverse water quality conditions.

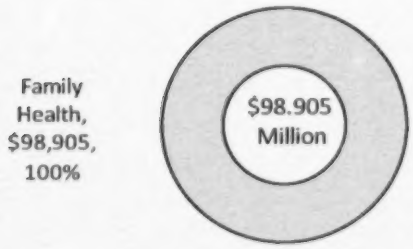
- Base budget pressures in Environmental Health Service are due mainly to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.079 million net which were more than offset by a reduction in starting salaries of $0.089 million net, line by line review savings of $0.006 million net to reflect actual experience and technical adjustment of $0.128 million net required to realign expenditures according to the revised Program Map which is now based on 6 services.
- The 2015 Operating Budget for Environmental Health includes new funding of $0.103 million gross provided for TPH's participation during the Pan Am Games which will be recovered from TO2015/Ontario primarily for health hazard inspection (particularly food, pools and other aquatic facilities) at various Pan Am Games venues and event sites as well as to provide on-call support outside regular business hours while the Games are underway.
- Additional new funding includes $0.014 million net; $0.008 million for the implementation of a mobile good food market to provide access to healthy food and $0.006 million net to reduce health impacts from climate change.

Family Health

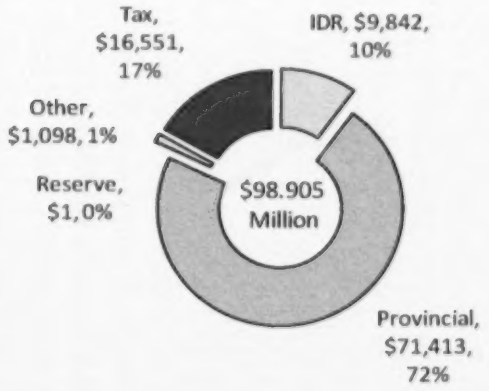
What We Do

- Promote and support healthy behaviours and environments for people in their childbearing years, pregnant women, their partners and youth and provide education and outreach on reproductive health.
- Focus on enhancing birth outcomes, promoting readiness to parent, supporting positive and effective parenting including in high-risk families, and enhancing the cognitive, communicative and development of children.
- Supports proper oral health by providing screening, preventive and basic dental treatment through specific programs.

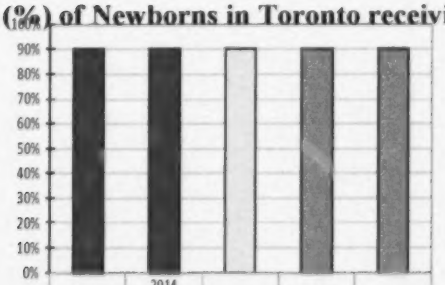
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Percentage (%) of Newborns in Toronto receiving hearing screening



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of newborns in Toronto receiving hearing screening	90%	90%	90%	90%	90%

- Current service levels are associated with current birth rate in Toronto.
- TPH is required to maintain a target of 90% for conducting infant hearing screening tests on newborns.
- As Provincial funding has remained the same, TPH is striving to maintain screening at previous year service levels at 90%.

2015 Service Levels
Family Health

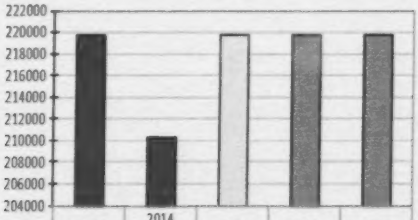
The 2015 Service Levels presented below are currently under review and will be modified to be more concise. The revised Service levels will be presented as part of the 2016 budget process.

			Approved Service Levels			Recommended
Type	Sub-Type	Status	2012	2013	2014	2015
Assessment and Surveillance		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. For oral health of the 209,730 children and youth screened, 65,278 were referred for preventive and treatment services.	Systematic and routing assessment, surveillance, monitoring and report to inform program and policy development, access and analysis of Early Development Index (EDI) data and collaboration with Public Health Ontario on identification and collection of child health indicators	Systematic and routing assessment, surveillance, monitoring and report to inform program and policy development, access and analysis of Early Development Index (EDI) data and collaboration with Public Health Ontario on identification and collection of child health indicators	1. conduct systematic routine assessment, surveillance, monitoring and reporting to inform program and policy development, access and analysis of Early Development Index (EDI) data 2. collaborate with Public Health Ontario to identify and collect of child health indicators
Health Promotion and Policy Development		Approved	1. Partnerships with 322 organizations in health and social services sectors 2. Sporadic communication activities. 3. Provided 233 group parent education, reaching 3,535 parents. Provided Peer Nutrition Program services reaching 3,400 parents. Provided 6,950 breastfeeding education and support home visits. Through the Community Oral Health Outreach Program parents and caregivers of children ages 0-6 years) provided a total of 193 workshops, reaching 3,333 parents/caregivers. 4. Provided 7,390 families with public health telephone counselling and referral to breastfeeding and parenting programs; and 65,278 children were referred for preventive and oral treatment services.	Promotion and support of breastfeeding initiation and duration through hospital liaison with 12 birth hospitals, provision of individual counselling to 19,500 women through home visits and clinics. Achievement of Baby Friendly Initiative (BFI) designation through Breastfeeding Committee of Canada. Provision of culturally-appropriate nutrition education to 2,500 families through Peer Nutrition Program and parenting education to 2,500 parents. Develop physician outreach strategy to advance early identification screening and referral.	Promotion and support of breastfeeding initiation and duration through hospital liaison with 12 birth hospitals, provision of individual counselling to 25,000 women through telephone counselling, home visits and clinics. Establish sustainability plan for Baby Friendly Initiative (BFI) designation (through Breastfeeding Committee of Canada). Provision of culturally-appropriate nutrition education to 2,500 families through Peer Nutrition Program and group parenting education to 2,750 parents. Develop physician outreach strategy to advance early identification screening and referral.	1. promote and support of breastfeeding initiation and duration through hospital liaison with 12 (100%) birth hospitals 2. provide individual counselling to 25,000 women through telephone counselling, home visits and clinics 3. develop mid point infant feeding data plan for BFI 4. provide culturally-appropriate nutrition education to 1,000 families through Peer Nutrition Program and group parenting education to 2,750 parents. 5. continue to develop physician outreach strategy to advance early identification screening and referral
Disease Prevention		Approved	1 & 3. Some program aspects of each HBHC component are being provided. Provided postpartum contact to 23,421 mothers (87% within 48 hours of discharge). Provided 24,470 visits to 2,300 high risk families. 2, 4 & 5. Approximately 5,000 will be treated under CINOT in 2012 (more patients will be eligible for HSO and hence a decrease in CINOT children enrolled) TPH will provide preventive services to approximately 14,000 clients. For the CINOT expansion (14-17 years of age) projection will provide treatment and preventive services to 400 patients in 2012 (more patients will be eligible for HSO and hence a decrease in CINOT children enrolled)	Implement provincial changes to Healthy Babies Healthy Children program, including introduction of new postpartum screening too and work with 12 birth hospitals to increase screening rate to 85% of all newborns. Provide 33,000 home visits to high risk families	Implement provincial changes to Healthy Babies Healthy Children program, including introduction of new postpartum screening too and work with 12 birth hospitals to increase screening rate to 85% of all newborns. Provide 35,000 home visits to high risk families.	1. implement provincial changes to Healthy Babies Healthy Children program 2. work with 12 (100%) birthing hospitals to increase received screening rate to 90% of all newborns 3. provide 40,795 home visits to high risk families
Health Protection		Approved	Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride.	Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride.	Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride.	1. Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride.
Dental Treatment for Children and Youth - Healthy Smiles Ontario (HSO)		Approved	Projected will have 10,000 enrolment, 9776 claims from private dentists and 2100 claims for City dental clinic	Based on current staffing levels, project 10,300 enrolment in HSO, 10069 claims from private dentists and 2163 claims for City dental clinic (3 percent increase)	Based on current staffing levels, project 10,300 enrolment in HSO, 10069 claims from private dentists and 2163 claims for City dental clinic (3 percent increase)	Based on current staffing levels, project 10,300 enrolment in HSO, 10069 claims from private dentists and 1500 claims for City dental clinic (3 percent increase
Dental Treatment for Eligible Clients		Approved	Provided dental services to 13,000 seniors and caregivers in long-term care homes and treated 7,164. Treated 7,536 children and youth; and 605 perinatal clients.	Based on current staffing levels, project 3% increase in dental services; 13,390 seniors and caregivers in long-term care homes and treatment to 7,379. Treated 7,762 children and youth; and 623 perinatal clients	Based on current staffing levels, project 3% increase in dental services; 13,390 seniors and caregivers in long-term care homes and treatment to 7,379. Treated 7,762 children and youth; and 623 perinatal clients.	Based on current staffing levels, project 3% increase in dental services; 15,000 seniors and caregivers in long-term care homes and treatment to 7800. Treated 19,000 children and youth; and 400 perinatal clients.

			Approved Service Levels			Recommended
Type	Sub-Type	Status	2012	2013	2014	2015
Toronto Preschool Speech and Language System		Approved	PSL: Provided pathology intervention to 7,690 preschool children in 340 community sites, their families, and caregivers with a current waitlist of eight months (600 on the wait list). New referrals per year: 3,890. Average age of referral: 28 months. Education programs up to 2,000 parents. Trained 520 professionals on caregiver services. IPI operate in 17 community clinics in partnerships with Ontario Early Year Centres and hospitals. Screened 37,130 infants (all infants born in Toronto hospitals regardless to where the live) and 94 family support referrals. Provided 61 family support referrals as part of BLV. Target 200 premises for contraband tobacco products (including Shisha/Waterpipe tobacco)	Coordinate delivery of speech and language intervention services to 7,800 children, including 4,500 new referrals through 340 community service delivery sites. Achieve average age of referral at 24 months and reduce average waitlist times to 3 months. Train 500 care providers on early identification and speech therapy support. Screen 38,00 (95%) of newborns born in Toronto hospitals for hearing loss and provide counselling, referral and support to 125 families who have an infant or child with a diagnosed hearing or vision loss. Complete the review of the TPSLS service delivery model.	Coordinate delivery of speech and language intervention services to 8,000 pre-school children, including 4,500 new referrals through 340 community service delivery sites. Achieve average age of referral at 24 months and reduce average waitlist times to 3 months. Train 500 care providers on early identification and speech therapy support. Screen 38,00 (95%) of newborns born in Toronto hospitals for hearing loss and provide counselling, referral and support to 125 families who have an infant or child with a diagnosed hearing or vision loss. Complete the review of the TPSLS service delivery model.	1. coordinate delivery of speech and language intervention services to 8,000 pre-school children **2. offer parent orientation session to 100% of the parents** **3. accept 4,500 new referrals and service through 340 community service delivery sites** 4. screen 38,000 (95%) newborns born in Toronto hospitals for hearing loss 5. provide counselling, referral and support to100-155 families who have an infant or child with a diagnosed hearing or vision loss
Partnership Funding	Investing In Families	Approved	Partnership established with 17 TESS site offices. Client referrals: 789. Client contacts: 3,000. Group participants (Let's Talk): 110. Referrals of community partners: 868.	Partner with Toronto Employment and Social Services and Parks, Forestry and Recreation to deliver Investing in Families program to 850 families who receive social assistance and deliver 35 Let's Talk support groups.	Partner with Toronto Employment and Social Services and Parks, Forestry and Recreation to deliver Investing in Families program to 850 families who receive social assistance and deliver 35 Let's Talk support groups.	1. partner with Toronto Employment and Social Services and Parks, Forestry and Recreation to deliver Investing in Families program to 500 families who receive social assistance 2. deliver 20 Let's Talk support groups
Assessment and Surveillance		Approved	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	Ongoing systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, coordination with provincial BORN data base to access Toronto data	Ongoing systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, coordination with provincial BORN data base to access Toronto data	**maintain** ongoing systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, coordination with provincial BORN data base to access Toronto data
Health Promotion and Policy Development		Approved	1. Work with approximately 100 partners to promote prenatal health. 2. Undertake sporadic communication campaigns. 3. Provided 1,950 group sessions at 39 sites (Canadian Prenatal Nutrition Partnerships) for 3,000 high risk women. Provided nutrition counselling services for 733 high risk pregnant mothers. 4. Provided 7,390 families with public health telephone counselling and referral to breastfeeding and parenting programs.	Transition group prenatal education program to upgraded web page and prenatal e-learning module with first year target of 750 women participants, provide 2,000 group session at 39 Canada Prenatal Nutrition Program sites, provide 750 at risk prenatal women with individual nutrition counselling, develop and implement preconception health promotion strategy	Transition group prenatal education program to upgraded web page and prenatal e-learning module with first year target of 750 women participants, provide group nutrition education to 2,500 prenatal women at 39 Canada Prenatal Nutrition Program sites, provide 750 at risk prenatal women with individual nutrition counselling, develop and implement preconception health promotion strategy	**1. deliver online prenatal program to 2,000 women** **2. provide group nutrition education to 2,200 prenatal women at 37 Canada Prenatal Nutrition Program sites** **3. provide individual nutrition counselling to 750 at risk prenatal women**
Disease Prevention		Approved	Not all components of HBHC are being provided. Provided prenatal screening to 832 women (2.7% of total pregnant women); and provided assessment, counselling, education, and referral to 263 high risk women.	Provide through the Healthy Babies Healthy Children Program: Implement provincial changes to program including roll out of new screening tool, increase outreach to physicians regarding prenatal screening to increase prenatal screening by 50% over 2012 levels (1,500 women), provide assessment, counselling education and referral to 500 high risk prenatal women, deliver Homeless At Risk Pregnant (HARP) program to 100 clients	Provide through the Healthy Babies Healthy Children Program: Implement provincial changes to program including roll out of new screening tool, increase outreach to physicians regarding prenatal screening to increase prenatal screening by 50% over 2012 levels (1,500 women), provide assessment, counselling education and referral to 500 high risk prenatal women, deliver Homeless At Risk Pregnant (HARP) program to 100 clients.	1. deliver Healthy Babies Healthy Children Program including implementing provincial program changes, increasing outreach to physicians regarding prenatal screening, providing assessment, counselling, education and referral to1,614 high risk prenatal women 2. deliver Homeless At Risk Pregnant (HARP) program to 125 clients

Service Performance

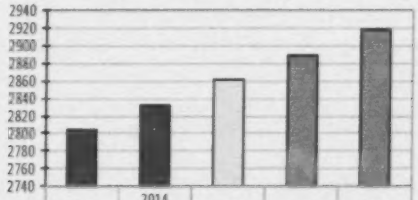
Output Measure – Number (#) of children screened by Dental staff in elementary schools



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of children screened by Dental Staff in elementary schools	219,768	210,300	219,768	219,768	219,768

- Due to a combination of factors, the number of elementary school children screened in 2013 was lower than projected.
- The number of children screened by Dental staff is expected to remain steady at the 2013 levels with 219,768 children to be screened in 2015.

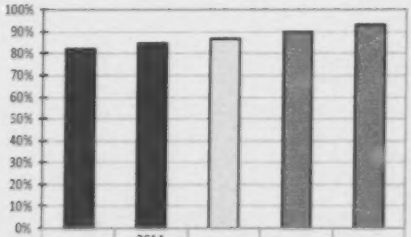
Output Measure – Number (#) of youth/children screened by Dental staff in high schools and daycares referred for treatment



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of youth/children screened by Dental staff in high schools and daycares referred for treatment	2,805	2,833	2,861	2,890	2,919

- The number of children and youth screened is expected to increase by 10% for the next 2 to 3 years as stakeholder awareness increases and program processes mature. The number referred for dental treatment is also expected to increase proportionately.
- In 2014, 2,833 children/youth were screened and in 2015 and 2016 it is estimated to rise to 2,861 and 2,890 respectively.

Effectiveness Measure – Percentage (%) of high risk families whose goals were completed at discharge



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of high risk families whose goals were completed at discharge	82%	85%	87%	90%	93%

- The percentage of high risk families that were able to meet the Program goals has steadily increased from 82% in 2013 to 85% in 2014 and is expected to be 87% in 2015.
- Although, Provincial funding has remained the same, TPH continues to increase the target to 90% in 2016 and beyond.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Family Health	91,001.2	98,491.0	(22.2)	98,468.9	7,467.6	8.2%	436.6	**98,905.5**	7,904.3	8.7%	(451.7)	(0.5%)	636.5	0.6%
Total Gross Exp.	91,001.2	98,491.0	(22.2)	98,468.9	7,467.6	8.2%	436.6	**98,905.5**	7,904.3	8.7%	(451.7)	(0.5%)	636.5	0.6%
REVENUE														
Family Health	71,649.4	82,085.7	266.6	82,352.2	10,702.8	14.9%	2.1	**82,354.3**	10,704.9	14.9%	(603.3)	(0.7%)	488.5	0.6%
Total Revenues	71,649.4	82,085.7	266.6	82,352.2	10,702.8	14.9%	2.1	**82,354.3**	10,704.9	14.9%	(603.3)	(0.7%)	488.5	0.6%
NET EXP.														
Family Health	19,351.8	16,405.3	(288.7)	16,116.6	(3,235.2)	(16.7%)	434.6	**16,551.2**	(2,800.6)	(14.5%)	151.6	0.9%	148.0	0.9%
Total Net Exp.	19,351.8	16,405.3	(288.7)	16,116.6	(3,235.2)	(16.7%)	434.6	**16,551.2**	(2,800.6)	(14.5%)	151.6	0.9%	148.0	0.9%
Approved Positions	689.4	675.4		675.4	(14.0)	(2.0%)		**675.4**	(14.0)	(2.0%)	(3.6)	(0.5%)	(1.0)	(0.1%)

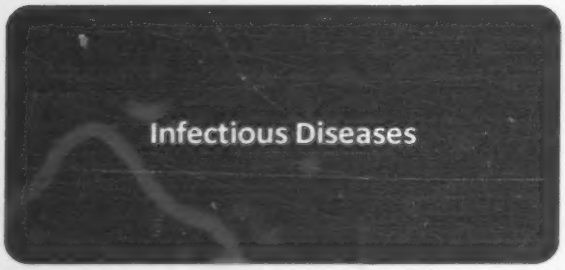
The 2015 Operating Base Budget for Family Health Service of $98.469 million gross and $16.117 million net is $3.235 million or 16.7% under the 2014 Approved Net Budget.

The ***Family Health Service*** promotes and supports healthy behaviours and environments for people in their childbearing years, pregnant women, their partners and their youth. The program also supports proper oral health. This service primarily:

- Provides education and outreach on reproductive health from public health professionals; and
- Provides screening of school aged children, preventative dental services, basic dental treatment for low income children and seniors, administration of Children in Need of Treatment and Ontario Works, and dental services for seniors in collective living centres.

- The Family Health Services also provides funding in part for the 100% City funded, Student Nutrition Program (SNP). The base budget for the SNP is not funded through any discreet service.
- Base budget pressures in Family Health are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.221 million.
- The base budget pressures were offset by line by line review savings of $0.006 million net to reflect actual experience, revenue changes of $0.283 million as a result of transfer of several cost shared dental programs to a 100% Provincially funded integrated Low Income Dental Program (LIPD) and technical adjustments of $3.185 million net required to realign expenditures according to the revised Program Map which is now based on 6 services.
- The 2015 Operating Budget for Family Health service includes enhanced funding of $0.435 million net to fund an inflationary increase, an enhancement and expansion to the 100% City-funded Student Nutrition Program. New funding of $0.002 million gross is provided for TPH's participation during the Pan Am Games which will be recovered from TO2015/Ontario.

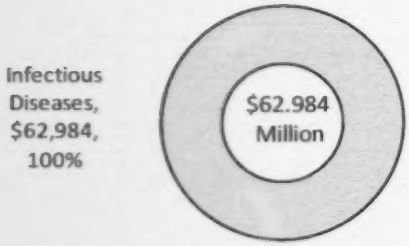
Infectious Diseases



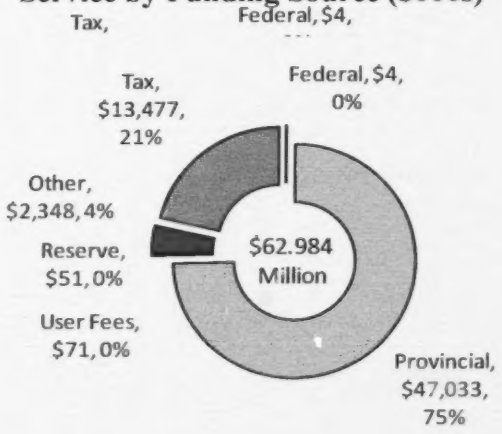
What We Do

- Provide services that reduce the occurrence and transmission of infectious diseases through public education, surveillance, case and contact management, immunization and outbreak response.

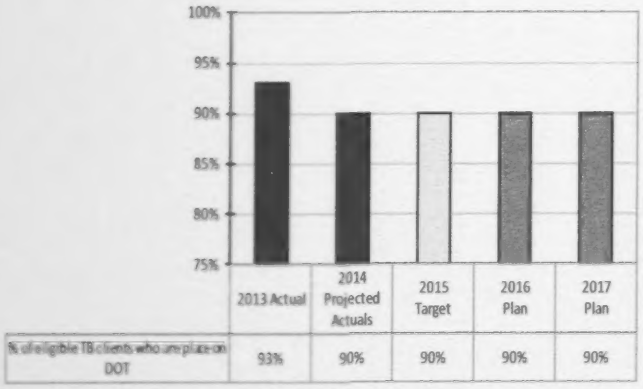
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Percentage (%) of eligible TB clients who are placed on Directly Observed Treatment.



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of eligible TB clients who are placed on DOT	93%	90%	90%	90%	90%

- The TB program strives to have 90% of clients on DOT.
- During DOT, staff meet with clients 3-7 times per week utilizing both community and video DOT or a combination of both strategies based on client need and available staff resources.
- As DOT is not a legally mandated program, TPH will continue to maintain its target of 90% in 2015 and beyond.

2015 Service Levels
Infectious Diseases

The 2015 Service Levels presented below are currently under review and will be modified to be more concise. The revised Service levels will be presented as part of the 2016 budget process.

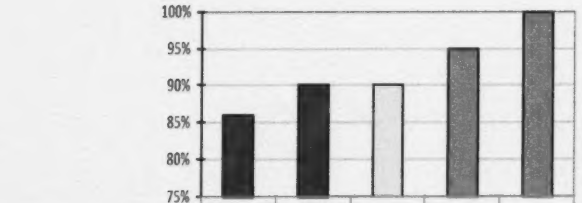
			Approved Service Levels			Recommended
Type	Sub-Type	Status	2012	2013	2014	2015
Assessment and Surveillance		Approved	1. Receive, assess and review 80,000 notifications of infectious diseases annually. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.		1. Receive, assess and review 89,000 notifications of infectious diseases annually. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. Receive, assess and review 76,000 (100%) notifications of infectious diseases received annually 2. **Report** infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.
Health Promotion and Policy Development		Approved	1. Provide annual education for all 82 Long-Term Care Homes and shelters/housing sector staff. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 14 hospital, 16 complex continuity of care sites and 82 Long-Term Care Homes. 3. Provide infection control liaison services (contacts for questions, requests for presentations and outbreak management) to 4 correctional facilities, 2 school boards and 65 shelters.	1. Provide annual education for all 82 Long-Term Care Homes and shelters/housing sector staff. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 14 hospital, 16 complex continuity of care sites and 82 Long-Term Care Homes. 3. Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 14 hospital, 16 complex continuing care sites and 82 Long-Term Care Homes, 876 licensed child care centers,4 correctional facilities, 4 school boards and 65 shelters. ; 4. Work with 82 Long-Term Care Homes to develop their infectious disease surveillance systems.	1. Provide annual education for all 87 Long-Term Care Homes and shelters/housing sector staff. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 20 hospital sites, 17 complex continuing care / rehab sites and 87 Long-Term Care Homes. 3. Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 20 hospital sites, 17 complex continuing care / rehab sites and 87 Long-Term Care Homes, 1,065 licensed child care centers, 4 correctional facilities, 4 school boards and 65 shelters. ; 4. Work with 87 Long-Term Care Homes and 150 retirement homes to develop their infectious disease surveillance systems.	1. **Host** an annual education event for all 87 (100%) Long-Term Care Homes. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 20 (100%) hospital sites , 17 (100%) complex continuing care / rehab sites and 87 (100%) Long-Term Care Homes. 3. Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 20 (100%) hospital sites, 17 (100%) complex continuing care / rehab sites and 87 (100%) Long-Term Care Homes, 1,065 (100%) licensed child care centers, 4 (100%) correctional facilities, 4 (100%) school boards and 65 (100%) shelters. 4. Work with 87 (100%) Long-Term Care Homes and 150 (100%) retirement homes to develop their infectious disease surveillance systems.
Disease Prevention		Approved	1. 24/7 availability. Responded to approximately 40,000 confirmed cases of reportable/communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,700 health care providers and institutions. 3. Approximately 5 surveillance alerts issued by TPH annually. 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team and 6 EARs alerts requiring follow up by communicable disease programs. 4. Inspected 2,700 critical and semi-critical personal services settings. Responded to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 350 disease outbreaks annually. 6. Policy documents reviewed and revised to reflect disease epidemiology and best practices through regular review process. Policy and procedures completed for all 76 reportable diseases and reviewed every 5 years at a minimum and more frequently when required.	1. 24/7 availability. Respond to approximately 40,000 confirmed cases of reportable/communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,700 health care providers and institutions. 3. Approximately 15 surveillance alerts issued by TPH annually to approximately 7,000 physicians. 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team and 6 EARs alerts requiring follow up by communicable disease programs. 4. Inspected 3,000 critical and semi-critical personal services settings. Responded to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 300 disease outbreaks annually. 6. Policy documents reviewed and revised to reflect disease epidemiology and best practices through regular review process. Policy and procedures completed for all 76 reportable diseases and reviewed every 5 years at a minimum and more frequently when required. ; 7. Maintain daily outbreak list, distributed to over 350 recipients daily.	1. 24/7 availability. Respond to approximately 40,000 confirmed cases of reportable/communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,700 health care providers and institutions. 3. Approximately 15 surveillance alerts issued by TPH annually to approximately 7,000 physicians. 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team and 6 EARs alerts requiring follow up by communicable disease programs. 4. Inspect 3,000 critical and semi-critical personal services settings. Respond to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 300 disease outbreaks annually. 6. Policy documents reviewed and revised to reflect disease epidemiology and best practices through regular review process. Policy and procedures completed for all 76 reportable diseases and reviewed every 5 years at a minimum and more frequently when required. ; 7. Maintain daily outbreak list, distributed to over 350 recipients daily.	1. **Maintain** 24/7 availability. Respond to approximately 34,000 cases (100%) of reportable, communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,300 health care providers and institutions. 3. Approximately 10 surveillance alerts issued by TPH annually to approximately 7,000 physicians. Approximately 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team, with approximately 8-10 EARS alerts requiring follow up by communicable disease programs. 4. Inspect 3,000 (100%) critical and semi-critical personal services settings. Respond to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 300 disease outbreaks annually. 6. **Complete** policy and procedures for all 76 (100%) reportable diseases and reviewed every 5 years at a minimum and more frequently when required 7. Maintain daily outbreak list, distribute to over 460 recipients daily.
Health Protection		Approved	Inspected over 2,700 critical and semi-critical personal services settings; and conducted one annual infection prevention and control inspection in all 876 licensed child care facilities.	1. Inspected over 3,000 critical and semi-critical personal services settings.; 2. Conducted one annual infection prevention and control inspection in all 876 licensed child care facilities. ; 3. Launch TPH PSS inspection disclosure website.	1. Inspect over 3,000 critical and semi-critical personal services settings.; 2. Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities. ; 3. Maintain TPH PSS inspection disclosure website.	1. Inspect over 90% of 3,000 critical and semi-critical personal services settings.; 2. Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities. ; 3. Maintain TPH PSS inspection disclosure website.
Assessment and Surveillance		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. **conduct** systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment(s). **2. Liaise with Canadian Food Inspection Agency, neighbouring health units, Ministry of Municipal and Agricultural Affairs and Ministry of Natural Resources to keep informed about potential rabies threats** **3. Report surveillance information and rabies post exposure prophylaxis administration to the MOHLTC within designated timelines**
Health Promotion and Policy Development		Approved	Toronto Animal Services provided education sessions and materials to: 130 classrooms, reaching 3,492 students between 5 and 13 years of age, 24 classrooms in daycares reaching 369 children between 2 and half and 5 years of age, 10 summer camps, reaching 325 camp students, 13.5 days of officer training (training regarding Rabies Protocol, reporting requirement), 46 days of trade show education (reaching approximately 1 million attendees at trade shows), Attended 32 community events/fairs. Developd and made available educational literature (bat rabies, pet vaccination, etc)	1. Develop and distribute Rabies resource materials for seniors and youths	1. Develop and distribute Rabies resource materials for seniors and youths	1. develop and distribute rabies resource materials for seniors and youths **to supplement national and provincial communication strategies**

			Approved Service Levels			Recommended
Type	Sub-Type	Status	2012	2013	2014	2015
Disease Prevention/Health Protection		Approved	1. Investigated 1,950 animal bites to humans, 58 specimens submitted for testing, and approximately 309 vaccine delivered. 2. Liaised with CFIA as required with respect to animal to animal bites. 3. Rabies Contingency Plan in place. Liaise with GTA health units when surveillance reveals an increase in animal rabies. 4. Issued routine notifications on the requirements of reporting and where to obtain further information.			**1. maintain 24/7 availability to receive and respond to 100% (avg 2300/year) animal bites to humans, submit 100% (avg 58/year) specimens, and deliver 100% (avg. >350/year) post exposure prophylaxis** **2. communicate with partners re: reporting obligations for suspected rabies exposures and where to obtain further information** **3. maintain rabies contingency plan**
Assessment and Surveillance		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.			Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. -Report infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.
Health Promotion and Policy Development		Approved	1. & 2. Partnered with approximately 35 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. Responded to 9,000 calls to the AIDS hotline. 3. 90 priority schools reached, 100 grade 4-8 teachers trained in puberty education, and 65 partnerships established in high priority areas. Fostered and maintained 52 partnerships with AIDS community groups.	1. & 2. Partnered with approximately 40 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. Responded to 9,000 calls to the AIDS hotline as a result of the training sessions.. 3. 90 priority schools reached, 100 grade 4-8 teachers trained in puberty education, and 65 partnerships established in high priority areas. Fostered and maintained 52 partnerships with AIDS community groups. 4. 40,000 community clients reached through sexual health promotion.; 5. 25,6000 Ontario callers assisted through the AIDS and Sexual Health InfoLine.; 6. 360 high risk opiate users provided with Naloxone, resulting in 25 administrations.	1. & 2. Partner with approximately 40 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. Responded to 9,000 calls to the AIDS hotline as a result of the training sessions.. 3. 90 priority schools reached, 100 grade 4-8 teachers trained in puberty education, and 65 partnerships established in high priority areas. Fostered and maintained 52 partnerships with AIDS community groups. 4. 40,000 community clients reached through sexual health promotion.; 5. 25,6000 Ontario callers assisted through the AIDS and Sexual Health InfoLine.; 6. 360 high risk opiate users provided with Naloxone, resulting in 25 administrations.	1. & 2. Partner with approximately 42 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. 3. **Reach** 40,000 community clients reached through sexual health promotion activities; 4. **Assist** 25,600 Ontario callers through the AIDS and Sexual Health InfoLine.; 5. **Provide** 360 high risk opiate users with Naloxone, resulting in 25 administrations. **6. Distribute 3,900,000 male condoms and 37,500 female condoms. Distribute 900,000 units of lubricant**
Disease Prevention/Health Protection		Approved	1. Over 50,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks. 2. Tracked and investigated over 12,800 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. Provincially funded medication for treatment for reportable STI treatment provided to all requesting community physicians. 4. TOHealth web & text messaging (iPhone application) over 99,000 visitors to website, 733 instant messaging sessions and 304 anonymous notifications of STI and blood-borne illness to partners. 5.&6. Over 51,000 client visits per year, over 800,000 harm reduction kits and 160,000 condoms distributed annually. Provision of HIV nominal, anonymous and rapid testing (approximately 4 per week). Annual caseload of over 80 high need opiate users, over 600 visits per year, and approximately 1000 referrals to other health and social service providers for clients served.	1. Over 55,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks. 2. Tracked and investigated over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. Provincially funded medication for treatment for reportable STI treatment provided to all requesting community physicians. 4. TOHealth web & text messaging (iPhone application) over 99,000 visitors to website, 733 instant messaging sessions and 304 anonymous notifications of STI and blood-borne illness to partners. 5.&6. Over 51,000 client visits 1. Over 55,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks.	1. Over 60,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks. 2. Track and investigate over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. Provincially funded medication for treatment for reportable STI treatment provided to all requesting community physicians. 4. TOHealth web & text messaging (iPhone application) over 99,000 visitors to website, 733 instant messaging sessions and 304 anonymous notifications of STI and blood-borne illness to partners. 5.&6. Over 60,000 client visits.	1. Accommodate 55,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks. 2. Track and investigate over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. **Provide** Provincially funded medication for treatment for reportable STI treatment to all (100%)requesting community physicians. **4. Send 150 anonymous e-cards from inSPOT website and host 700 site visitors**
Partnership Funding	AIDS Prevention and Community Investment Program	Approved	Funded 42 AIDS prevention projects.	Funded 39 AIDS prevention projects.	Fund 39 AIDS prevention projects.	**With 1.9 million dollars, fund 48 community organizations (AIDS and substance abuse programs) and assist 32 agencies with evaluation skills.**
Assessment and Surveillance		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. **Conduct** systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. **Report** infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.
Health Promotion and Policy Development		Approved	TB education sessions provided to approximately: 1,300 newcomers; 300 health care professionals; and 600 persons at their school/university/college or workplace.	TB education sessions provided to approximately: 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.; Provide PHN liaison to work directly with 4 TB Clinics, 4 Correctional Facilities and designated homeless shelters to collaboratively work on TB prevention and control.	TB education sessions provided to approximately: 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.; Provide PHN liaison to work directly with 4 TB Clinics, 4 Correctional Facilities and designated homeless shelters to collaboratively work on TB prevention and control.	**1. Provide TB education presentations and develop educational resources for populations at risk for developing TB, health care professionals and community agencies including for approximately: 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.;** **2. Hold a minimum of 30 education sessions for agencies offering services to homeless/underhoused persons.** **3. Provide PHN liaison services at each of 4 (100%)TB Clinics and 3 (100%) Correctional Facilities located in Toronto in order to work collaboratively to prevent and control TB.**

			Approved Service Levels			Recommended
Type	Sub-Type	Status	2012	2013	2014	2015
Disease Prevention/Health Protection		Approved	1.,4.&6. Identify, assess and monitor approximately 300 new TB cases annually, and ensure adequate treatment and follow up (with 96% of active TB cases completing adequate treatment each year). 2.&6. Provide follow-up approximately to 2,000 persons/year identified as contacts of active TB cases. 2&5. Assess and follow-up on approximately 1,500 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. 3.&6. Processed drug orders for approximately 1,500 clients (annually) who are reported to TPH with latent TB infection	1.,4.&6. Identify, assess and monitor approximately 310 new TB cases annually, and ensure adequate treatment and follow up (with 96% of active TB cases completing adequate treatment each year). 2.&6. Provide follow-up approximately to 2,000 persons/year identified as contacts of active TB cases. 2&5. Assess and follow-up on approximately 1,400 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. 3.&6. Processed drug orders for approximately 1,500 clients (annually) who are reported to TPH with latent TB infection.; 7. 85% of eligible clients placed on direct observed theraphy (DOT).; 8. 95% of all cases completed appropriate and adequate treatment accoring to Canadian TB Standards.; 9. Launched video-DOT to be used for up to 70 clients meeting eligibility criteria.	1.,4.&6. Identify, assess and monitor approximately 310 new TB cases annually, and ensure adequate treatment and follow up (with 96% of active TB cases completing adequate treatment each year). 2.&6. Provide follow-up approximately to 2,000 persons/year identified as contacts of active TB cases. 2&5. Assess and follow-up on approximately 1,400 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. 3.&6. Processed drug orders for approximately 1,500 clients (annually) who are reported to TPH with latent TB infection.; 7. 85% of eligible clients placed on direct observed theraphy (DOT).; 8. 95% of all cases completed appropriate and adequate treatment accoring to Canadian TB Standards.; 9. Place eligible clients on video-DOT.	**1. Investigate 100% of suspect TB cases and provide comprehensive TB case management for 100% of active TB cases (approximately 280 new cases annually) until treatment completion (approximately 6 months to 2 years). Greater than 95% of active TB cases will annually complete appropriate and adequate treatment according to the Canadian TB Standards. A minimum of 85% of eligible clients will be placed on directly observed therapy (DOT).;** 2. Provide follow-up of approximately 2,000 persons/year identified as contacts of active TB cases. 3. Assess and follow-up approximately 1,200 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. **4. Provide free TB medications to 100% of clients with active TB disease (approximately 280 per year) and 100% of clients with latent TB infection who are referred for TB preventative treatment by their community health care provider (approximately 1200 clients per year).**
Assessment and Surveillance		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Follow up on the immunization status of approximately 82,000 school-aged children, and receive approximately 80,000 calls on the vaccine preventable diseases call centre	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Assessed 85,000 student immunization records in highschools to ensure up to date school immunization, and receive approximately 80,000 calls on the vaccine preventable diseases call centre	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Assess 85,000 student immunization records in highschools to ensure up to date school immunization, and receive approximately 65,000 calls on the vaccine preventable diseases call centre.	**1. Conduct** systematic and routine assessment, surveillance, monitoring, and reporting to inform program and policy development, service adjustment and performance measurement. **2. Assess immunization records of all high school students as per the amended changes to the ISPA.** **3. Review immunization records all students born in 2010 to ensure they are up to date with the varicella vaccine.**
Health Promotion and Policy Development		Approved	1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Received and responded to approximately 100 reports of adverse events. 3. Educated and worked with 1,500 physician offices. 4. Provided mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Worked with 82 Long-Term Care Homes to ensure influenza immunization of residents and staff. Completed consultation with City of Toronto Homes for the Aged on employee immunization (2011).	1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Received and responded to approximately 90 reports of adverse events. 3. Educated and worked with 1,500 physician offices. 4. Provided mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Worked with 82 Long-Term Care Homes to ensure influenza immunization of residents and staff.	1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Receive and respond to approximately 90 reports of adverse events. 3. Educate and work with 1,500 physician offices. 4. Provide mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Work with 87 Long-Term Care Homes to ensure influenza immunization of residents and staff.	1. **Conduct** periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH as related to the changes in the ISPA 2. Support public information and increase knowledge through periodic media releases and response to media inquiries. **3. Provide education and information to 2000 Health Care Providers that store publicly funded vaccine (incl. pharmacies) regarding Vaccine Storage and Handling practices** **4. Send immunization promotional materials reflecting the changes to the immunization schedule to Day Nursery operators and to the parents of children enrolled in Day Nurseries**
Disease Prevention		Approved	1. Provided approximately 73,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; provided approximately 35,000 vaccination for the seasonal flu program, and organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually. 2. Outbreak contingency plan in place. Outbreak response policy and procedure utilized to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response.	1. Provided approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; provided approximately 35,000 vaccination for the seasonal flu program, and organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually. 2. Outbreak contingency plan in place. Outbreak response policy and procedure utilized to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response.	1. Provide approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; provided approximately 35,000 vaccination for the seasonal flu program, and organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually. 2. Outbreak contingency plan in place. Outbreak response policy and procedure utilized to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response.	1. Provide approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; 2. Provide approximately 10,000 vaccination for the seasonal flu program 3. Organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually. 4. Outbreak contingency plan in place. Utilize outbreak response policy and procedure to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response.
Health Protection		Approved	1. Inspect 1,500 physician offices annually to assess for cold-chain compliance; and investigate approximately 250 cold-chain failures annually. 2. Received and responded to 100 reports of adverse events.	1. Inspect 1,450 physician offices annually to assess for cold-chain compliance; and investigate approximately 200 cold-chain failures annually. 2. Received and responded to 90 reports of adverse events.	1. Inspect 1,450 physician offices annually to assess for cold-chain compliance; and investigate approximately 200 cold-chain failures annually. 2. Received and responded to 90 reports of adverse events.	1. Inspect 2000 Health Care Providers offices annually to assess for cold-chain compliance; and investigate approximately 280 cold-chain failures annually. 2. Respond to 100% reported adverse events.

Service Performance

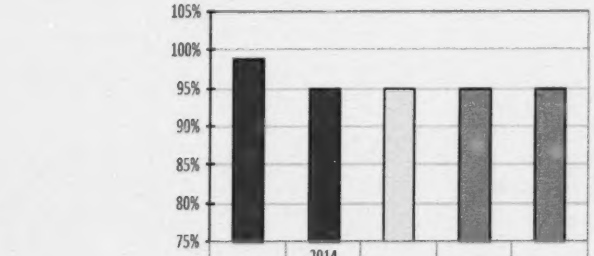
Effectiveness Measure – Percentage (%) of known Critical and Semi-critical personal Services Settings Premises inspected annually.



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of known Critical and Semi-Critical Personal Settings Premises inspected annually	86%	90%	90%	95%	100%

- The Ministry of Health and Long Term Care has included this as an accountability agreement indicator starting in 2014 with a target of 90% known critical and semi-critical PSS premises inspected annually.
- TPH is projecting to be on target for 2014 and 2015 and then gradually increase to 100% in 2017.

Effectiveness Measure - Percentage % of all TB cases diagnosed and residing in Toronto with adequate treatment according to Canadian TB standards.



	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
% of all TB cases diagnosed and residing in Toronto with adequate treatment	99%	95%	95%	95%	95%

- The TB program aims to have 100 % of TB cases complete adequate treatment according to Canadian TB standards.
- TPH has set a target of 95% to account for those cases where TB treatment must be shortened due to intolerance of TB medications.
- In 2013 the target was exceeded as there were fewer patients whose treatment had to be shortened for medical reasons.

2015 Service Budget by Activity

	2014	2015 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Infectious Diseases	68,114.4	62,627.1	(32.1)	62,595.0	(5,519.4)	(8.1%)	389.4	**62,984.3**	(5,130.0)	(7.5%)	(410.4)	(0.7%)	(423.9)	(0.7%)
Total Gross Exp.	68,114.4	62,627.1	(32.1)	62,595.0	(5,519.4)	(8.1%)	389.4	**62,984.3**	(5,130.0)	(7.5%)	(410.4)	(0.7%)	(423.9)	(0.7%)
REVENUE														
Infectious Diseases	54,635.4	49,218.5	(24.1)	49,194.4	(5,441.0)	(10.0%)	313.1	**49,507.5**	(5,127.9)	(9.4%)	(462.6)	(0.9%)	(456.9)	(0.9%)
Total Revenues	54,635.4	49,218.5	(24.1)	49,194.4	(5,441.0)	(10.0%)	313.1	**49,507.5**	(5,127.9)	(9.4%)	(462.6)	(0.9%)	(456.9)	(0.9%)
NET EXP.														
Infectious Diseases	13,479.0	13,408.6	(8.0)	13,400.6	(78.4)	(0.6%)	76.2	**13,476.8**	(2.2)	(0.0%)	52.2	0.4%	33.0	0.2%
Total Net Exp.	13,479.0	13,408.6	(8.0)	13,400.6	(78.4)	(0.6%)	76.2	**13,476.8**	(2.2)	(0.0%)	52.2	0.4%	33.0	0.2%
Approved Positions	524.4	501.9		501.9	(22.5)	(4.3%)	2.6	**504.5**	(19.8)	(3.8%)	(2.6)	(0.5%)		

The 2015 Operating Base Budget for Infectious Diseases Service of $62.595 million gross and $13.401 million net is $0.078 million or 0.6% under the 2014 Approved Net Budget.

The ***Infectious Diseases Service*** provides services that reduce the occurrence and transmission of infectious diseases through public education, surveillance, case and contact management, immunization and outbreak response. Major activities include:

- The Vaccine Preventable Diseases (VPD) program which annually assesses immunization records for all students enrolled in Toronto schools. It also offers Hepatitis B and Meningitis C vaccine to grade 7 students and immunizes residents annually as part of the provincial Universal Influenza Immunization Program;
- The Sexually Transmitted Infection (STI) case management program which provides assessment, counseling, referral and partner notification;
- The AIDS and Sexual Health Information Line which provides telephone counseling; and
- 13 Sexual Health clinics across the city which provide services that include STI testing and free treatment, provision of low cost birth control and pregnancy testing and referral.

- The Infectious Disease service provides funding in part for the Toronto Urban Health fund (TUHF), formerly referred to as the AIDS Prevention and Drugs Prevention Community Partnership Investment Program. The base budget for this program is not funded through any discreet service, and more than one service is experiencing the impact of inflationary cost increases for the TUHF program.
- Base budget pressures in Infectious Disease service are due mainly to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.210 million and a 2.25% inflationary increase for the Sexual Health Clinic service contracts and TUHF for $0.013 million and $0.011 million respectively. The annualized impact of the enhanced service priority, STI Prevention, approved in 2014 will add a pressure of $0.030 million in 2015.
- The base budget pressures were offset by line by line review savings of $0.008 million net to reflect actual experience and technical adjustments of $0.293 million net required to realign expenditures according to the revised Program Map which is now based on 6 services.
- The 2015 Operating Budget for Infectious Diseases service includes enhanced funding of $0.028 million net to fund the cost-shared Toronto Urban Health Fund program in order to grant funding for projects that address HIV prevention, Harm reduction and youth resiliency.
- New funding of $0.084 million gross is for TPH's participation during the Pan Am Games which will be recovered from TO2015/Ontario primarily for disease surveillance to prevent risks and

address incidents should they occur as well as to provide on-call support outside regular business hours while the Games are underway.

- Specific to this service, new funding of $0.192 million gross and $0.048 million net is provided to begin the implementation of a day nursery immunization program. TPH reduced their base budget in other areas, across all services, to fund this program.

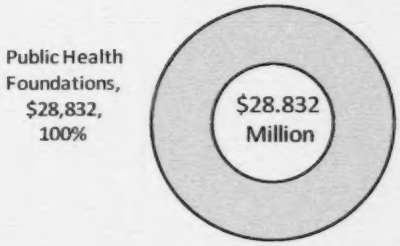
Public Health Foundations

Public Health Foundations

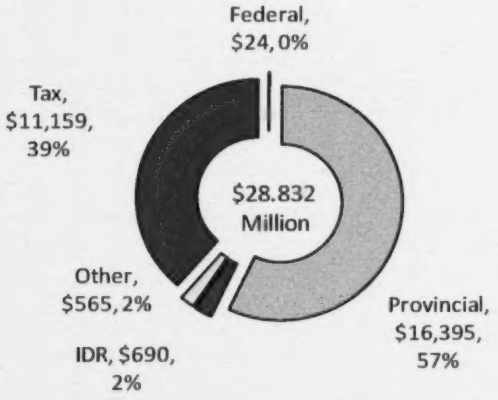
What We Do

- Provides the population health assessment, surveillance, research and knowledge exchange, and program evaluation to inform public health programs, Board of Health decision making and stakeholder relations, and provincial reporting.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number (#) of surveillance indicators monitored and posted on the web

	2013 Actual	2014 Projected Actuals	2015 Target	2016 Plan	2017 Plan
# of surveillance indicators monitored and posted on the web	49	51	51	51	51

- The indicators are generally assessed by time, geography and subpopulations and are monitored regularly by Epidemiology staff that help integrate findings into service design.
- Posting on the web allows for proactive and broad dissemination of timely information.
- TPH expects to post and monitor 51 surveillance indicators on the web in 2015 and future years.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Public Health Foundations	19,317.2	28,331.0	(17.3)	28,313.7	8,996.5	46.6%	518.2	**28,831.9**	9,514.7	49.3%	724.4	2.5%	847.2	2.9%
Total Gross Exp.	19,317.2	28,331.0	(17.3)	28,313.7	8,996.5	46.6%	518.2	**28,831.9**	9,514.7	49.3%	724.4	2.5%	847.2	2.8%
REVENUE														
Public Health Foundations	13,003.0	17,663.6	(13.0)	17,650.6	4,647.6	35.7%	22.5	**17,673.1**	4,670.1	35.9%	571.7	3.2%	709.6	3.9%
Total Revenues	13,003.0	17,663.6	(13.0)	17,650.6	4,647.6	35.7%	22.5	**17,673.1**	4,670.1	35.9%	571.7	3.2%	709.6	3.7%
NET EXP.														
Public Health Foundations	6,314.2	10,667.4	(4.3)	10,663.0	4,348.8	68.9%	495.7	**11,158.8**	4,844.6	76.7%	152.7	1.4%	137.5	1.2%
Total Net Exp.	6,314.2	10,667.4	(4.3)	10,663.0	4,348.8	68.9%	495.7	**11,158.8**	4,844.6	76.7%	152.7	1.4%	137.5	1.2%
Approved Positions	136.4	221.5		221.5	85.1	62.4%	0.3	**221.8**	85.4	62.6%	(14.3)	(6.4%)	1.7	0.8%

The 2015 Operating Base Budget for Public Health Foundations Service of $28.314 million gross and $10.663 million net is $4.349 million or 68.9% over the 2014 Approved Net Budget.

The *Public Health Foundations Service* provides the population health assessment, surveillance, research and knowledge exchange, and program evaluation to inform public health programs, Board of Health decision making and stakeholder relations, and provincial reporting.

- The service provides funding in part for the 100%, City funded, Student Nutrition Program which is not funded through any discreet service. More than one service is experiencing the impact of the increasing food costs for the Student Nutrition Program.
- Base budget pressures in Public Health Foundations service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits totaling $0.146 million net. Other base adjustments of $4.223 million net arise from technical adjustments required to realign expenditures according to the revised Program Map which is now based on 6 services.
- To help mitigate the base pressures, the service was able to achieve line by line review savings of $0.004 million net to reflect actual experience.

The 2015 Operating Budget for Public Health Foundations service includes funding of $0.448 million net to fund the inflationary increase, an enhancement and expansion to the 100% City-funded Student Nutrition Program as well as new funding of $0.041 million net to begin a mobile good food market and $0.008 million net to reduce health impacts from climate change.

Toronto Public Health

2015 – 2024 Capital Budget and Plan Overview

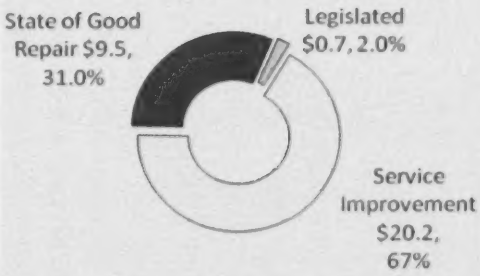
Toronto Public Health (TPH), under the provincial Health Protection and Promotion Act, is committed to reduce health inequalities and improve the health of Toronto's diverse communities by delivering services that meet their health needs and anticipate and respond to emerging public health threats.

The 2015-2024 Capital Plan provides funding to develop and implement information technology (IT) systems designed to enhance TPH's ability to collect and share critical health information with multiple sources to better respond to health risks, while meeting Provincial reporting and accountability requirements.

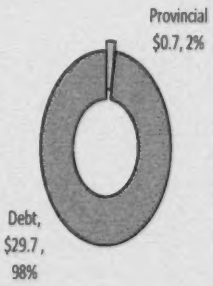
Toronto Public Health's 10-Year Capital Plan of $30.388 million focuses on supporting TPH's vision to invest in technology to improve client service, operations, management decision making and compliance with provincial mandatory requirements.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

In 2014, Toronto Public Health accomplished the following:

- ✓ Completed the *HF/HL Systems Integration* project to develop and integrate several different systems into the Toronto Community Health Information System (TCHIS) framework as well as completed requirements for Records Retention and Demographic Profiles for client functionality; implemented TCHIS enhancements and developed phase 1 functionality of the Geographic Information System.
- ✓ Completed work on the *Web Re:Brand* project to redesign the TPH website and implement content management software to automate the web posting process in order to improve the accuracy, relevance and timeliness of web content.
- ✓ Continued work on the *Infectious Disease Control System* project that will implement a new provincial public health system which will encompass an immunization information system, a vaccine ordering and distribution system. In 2014, completed the Privacy Impact Assessment/Threat Risk Assessment; prepared policies and procedures; trained VPD staff on Panorama use and implemented Panorama in July 2014.
- ✓ Continued work on *HF/HL Point of Care* project to develop and implement TCHIS application enhancements and select and implement wireless mobile devices to enable secure communications between the TCHIS application and the mobile devices units and access to required information while in the field.
- ✓ Continued work on the *Healthy Environments (HE) Inspection System* project to provide Public Health Inspectors remote access to the Toronto Healthy Environments Information System (THEIS) and provide mobile functionality. In 2014, the Food Safety program and Pools and Spa Inspection program functional requirements were completed.
- ✓ Commenced work on the *Communicable Disease Control (CDC) Wireless Rollout* project. This project will enable staff in the Vaccine Preventable Disease (VPD), TB and Personal Service Settings (PSS) components of the Control of Infectious Disease /Infection Control (CID/IC) programs to enter into and access data directly from health information management systems while in the field. Wireless technology will be used to improve CDC business processes and service to clients.

Key Challenges & Priority Actions

TPH Investment in Technology & SOGR Projects - TPH has over 50 individual public health technology applications which will need to be replaced/enhanced in the next 10-years requiring significant investments. It is therefore critical that costs are contained and minimized by leveraging Corporate and provincial initiatives, Tools and Applications.

- ✓ TPH, in consultation with the Chief Information Officer (CIO), has ensured that TPH's 2015 Capital Budget's IT projects are aligned with eCity strategy and will continue to work with the CIO for inclusion of projects in the future year capital budgets.

TPH Investment in Online and Wireless Technology Projects - There is an increasing demand, divisional as well as from the community at large, for remote and online access to Public Health information services.

- ✓ The 10-Year Capital Budget and Plan includes capital projects of $5.589 million which will provide staff with mobile devices and applications and remote access to PH database, as well as $0.637 million for a Public eLearning project which will implement an online system that will provide online training and enable online registration, payments etc. for the public.

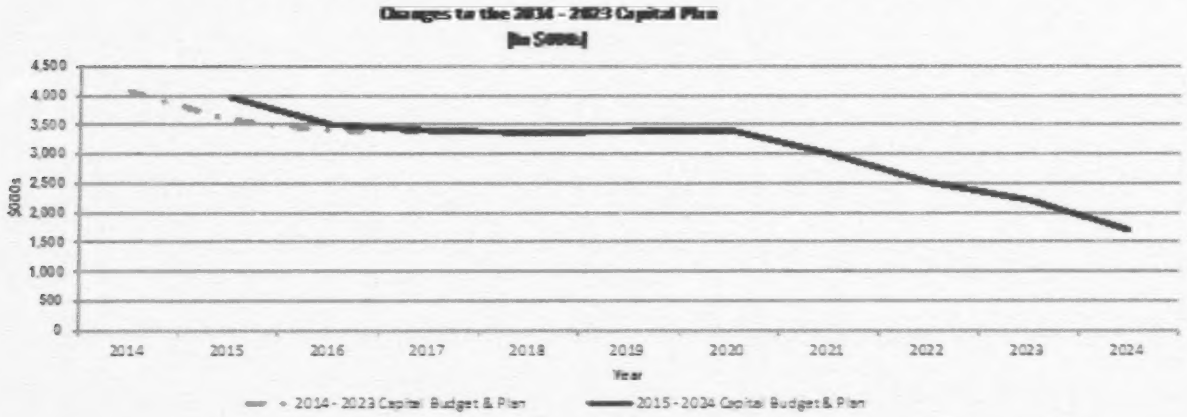
2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for Transportation Services of $463.852 million, The 2015 Capital Budget for Toronto Public Health of $5.233 million, including carry forward funding, will:

- Begin *Phase 2* of the multi-year *Datamart Data Warehouse project* ($0.478 million) to continue to create an integrated health information Environment.
- Continue to implement the legislated *Infectious Disease Control System* project ($0.576 million) which implements a new provincial public health system.
- Continue to fund the *Healthy Families/Healthy Living Point of Care System* ($2.533 million) and *CDC Wireless Rollout* ($1.087 million) projects to provide wireless devices and remote access for TPH staff to applicable Public Health Information Systems and *the Healthy Environments Inspection Mobile* ($0.559 million) project that will provide Public Health Inspectors remote access to the Toronto Healthy Environments Information System (THEIS).

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	4,060	3,579	3,392	3,388	3,363	3,373	3,400	3,000	2,500	2,200		32,255
2015 - 2024 Capital Budget & Plan		3,972	3,492	3,388	3,363	3,373	3,400	3,000	2,500	2,200	1,700	30,388
Change %		11.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		-5.8%
Change $		393	100	0	0	0	0	0	0	0		-1,867

Table 1

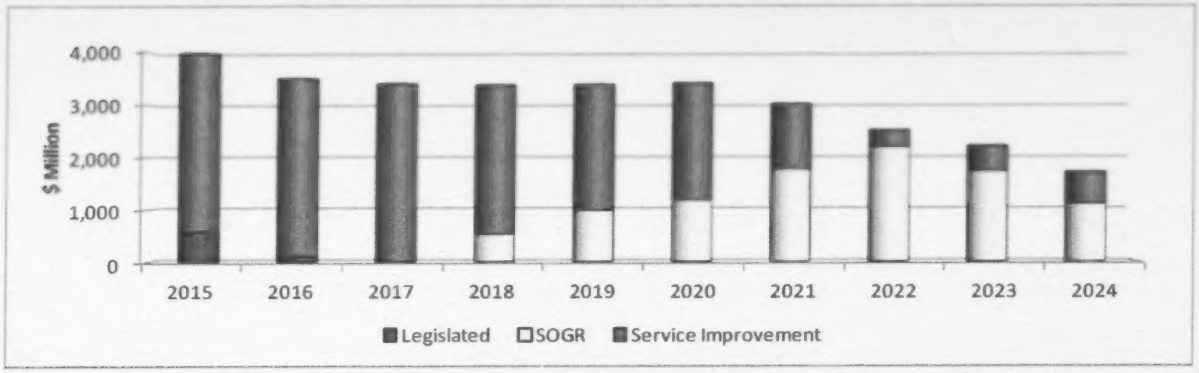
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Infectious Disease Control Information System	1,920	576	100									**676**	2,596
Sub-Total	**1,920**	**576**	**100**									**676**	**2,596**
State of Good Repair													
Public Health Systems State of Good Repair					535	981	861	692	1,066	949	1,100	**6,184**	6,184
Inspection Management							320	1,078	1,129	787		**3,314**	3,314
Sub-Total					**535**	**981**	**1,181**	**1,770**	**2,195**	**1,736**	**1,100**	**9,498**	**9,498**
Service Improvements													
CDC Wirless Rollout	602	638	600									**1,238**	1,840
HF/HL Point of Care	2,913	1,896	75									**1,971**	4,884
Dental & Oral Health Information System				528	940	380						**1,848**	1,848
Document and Records Management System						687	870	870				**2,427**	2,427
TPH Datamart Data Warehouse - Phase 2		478	789	813								**2,080**	2,080
TPH Datamart Data Warehouse - Phase 3					829	555						**1,384**	1,384
Healthy Environment Inspection (Mobile)	677	384	483									**867**	1,544
Collaboration			515	616	241							**1,372**	1,372
Electronic Medical Record			555	1,109	376							**2,040**	2,040
Staff Scheduling			375	322								**697**	697
Public eLearning						287	350					**637**	637
Mobile Enablement							384	360	305	464		**1,513**	1,513
Geographic Information Enablement											600	**600**	600
Community Collaboration					442	483	615					**1,540**	1,540
Sub-Total	**4,192**	**3,396**	**3,392**	**3,388**	**2,828**	**2,392**	**2,219**	**1,230**	**305**	**464**	**600**	**20,214**	**24,406**
Total Expenditures by Category	**6,112**	**3,972**	**3,492**	**3,388**	**3,363**	**3,373**	**3,400**	**3,000**	**2,500**	**2,200**	**1,700**	**30,388**	**36,500**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects.*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

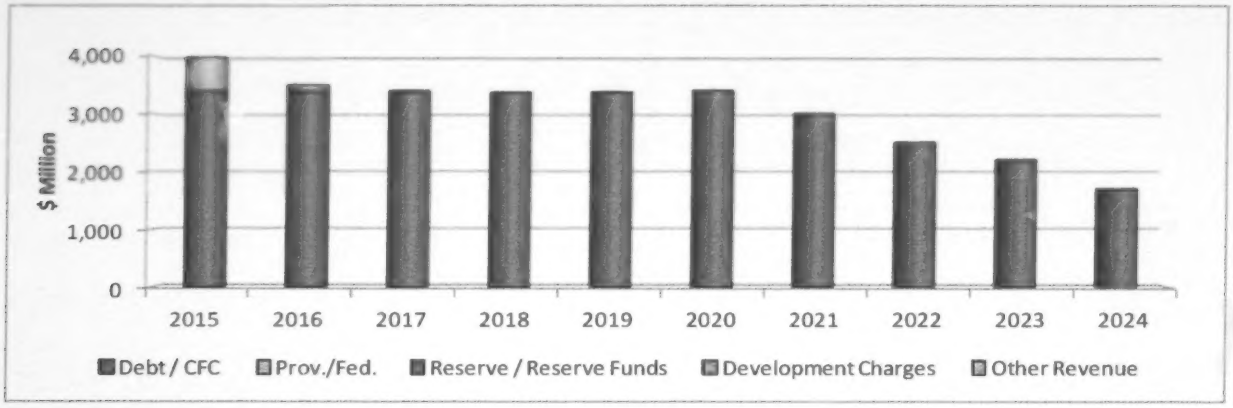


The 10-Year Capital Plan for Toronto Public Health of $30.388 million predominately provides funding of $20.214 million for 14 Service Improvement projects, which represents 67% of total funding over the 10-year period.

- In the first five years, capital funding (excluding the legislated project) is only for service improvement projects and averages $3.392 million. TPH will complete eight service improvement projects by 2019, and in the later 5 years finish three and start two new service improvement projects.
  - Focusing on service improvement projects is consistent with TPH's objective to develop and implement IT systems designed to enhance TPH's ability to collect and share critical health information with multiple sources to better respond to health risks, while meeting Provincial reporting and accountability requirements.
- SOGR projects are the primary focus in the last half of the 10-year Capital Plan and represent 31% or $9.498 million of total funding. These projects will support lifecycle replacement of obsolete systems and applications as well as support the new systems implemented through the service improvement projects.
- One legislated project accounts for $0.676 million and represent 2% of total funding. Previously approved, the Infectious Disease Control Information System project is provincially legislated, 100% funded by the Province and focuses on the development of pan-Canadian Panorama System requirements and design to ensure the system meets specific infectious disease control requirements for TPH.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $30.388 million will be financed by the following two funding sources:

- Debt, which accounts for $29.712 million or 97.8% of the financing over the 10-year period.
  - The debt funding meets the debt allocated to the Program for each year of the 10-Year Plan period.
- Provincial funding represents the remaining $0.676 million or 2.2% of funding for the 10-Year Capital Plan.
  - Provincial funding is solely allocated to the Legislated *Infectious Disease Control Information System* (IDCIS) project that focuses on the development of pan-Canadian Panorama System requirements and design to ensure the system meets the specific infectious disease control requirements for TPH.

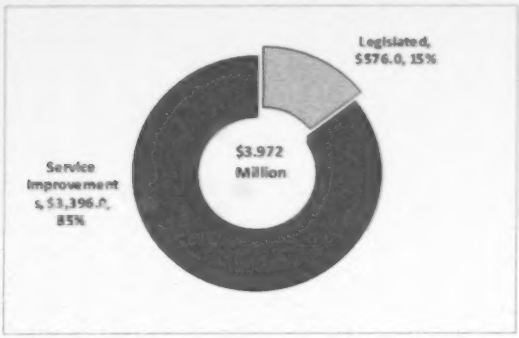
Table 2
Net Operating Impact Summary (In $000s)

HF HL Point of Care (POC)		
Financial Benefits and Annual Operationg Costs Description		**Beginning 2016 ('000's)**
Financial Benefits		
Reduced time for front line staff to manage client referrals and records, access knowledge base and coordinate and plan care - 4 FTE	$	(346)
Reduced time for management to produce and analyze staff service reports and program planning data - 1 FTE	$	(137)
Reduced time for support assistants to enter data and manage what was previously a paper-based system of client records - 1 FTE	$	(73)
Reduced meterage costs due to decreased need to go into the office to obtain client referrals, records, and health promotion information	$	(63)
Total Financial Benefits	$	(619)
Annual Operating Costs		
Support on-going operation of mobile devices used by 450 nurses / professionals including hardware setup and configuration, software configration and installation, hardware and software problem resolution, escalate issues when required, manage incidents, and answer technical support questions - 2 FTE	$	195
Develop and revise curriculum and training materials to stay current with new software releases and technologies. Delivers end-user training in a high staff movement environment - 1 FTE	$	94
Support mobile infrastructure management and configuration of corporate standard components and policies managed by I&T Division - 0.2 FTE	$	20
Data and connectivity services for mobile devices	$	225
Server hardware maintenance	$	23
Replacement of obsolete mobile devices	$	62
Total Operational Cost	$	619

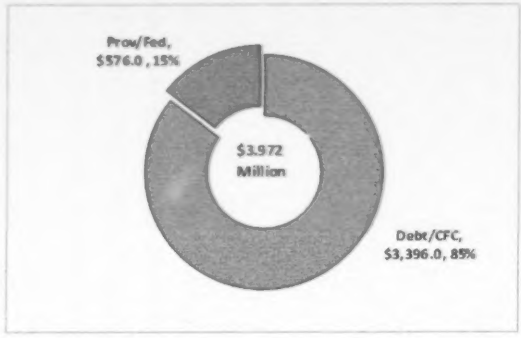
HE Inspection (Mobile)		
Financial Benefits and Annual Operationg Costs Description		**Beginning 2017**
Financial Benefits		
Reduced time to prepare in the office for HE inspections and investigations - 2 FTE	$	(204)
Reduced data plan costs due to reduced data transmission requirement of new solution	$	(18)
Total Financial Benefits	$	(222)
Annual Operating Costs		
Support on-going operation of mobile devices used by HE inspectors and investigators including hardware setup and configuration, software configration and installation, hardware and software problem resolution, escalate issues when required, manage incidents, and answer technical support questions - 1 FTE	$	102
Support and maintain Mobile application including modifications to support changing business needs and improvements to the user interface - 1 FTE	$	113
Data and connectivity services for additional mobile devices	$	7
Total Operational Cost	$	222

CDC Wireless		
Financial Benefits and Annual Operationg Costs Description		**Beginning 2017 ('000's)**
Financial Benefits		
Reduced time for support assistants within the VPD Immunization program to enter data and print inspection forms - 1.7 FTE	$	(127)
Reduced time for support assistants within the Personal Service Setting program to enter data from paper inspection records into complex database - 1 FTE	$	(84)
Reduced requirement for Personal Service Setting inspectors to travel to the office to deliver forms and reduced office preparation time - 0.56 FTE	$	(56)
Reduced time for TB DOT home visitors to enter data in the office - .5 FTE	$	(34)
Total Financial Benefits	$	(301)
Annual Operating Costs		
Support on-going operation of mobile devices (connected to TB DOT, CCIS, Panorama, and ICIS applications)	$	204
Data and connectivity services for mobile devices	$	97
Total Operational Cost	$	301

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $3.972 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Legislated ($0.576 million, 14.5%)*
  - Continue to fund the previously approved *Infectious Disease Control Information System.*
- *Service Improvements ($3.396 million, 85.5%)*
  - Continue three ongoing projects and begin the second Phase of the *TPH Datamart Data Warehouse.*

The 2015 Capital Budget is financed primarily by:

- *Debt ($3.396 million, 85.5%)*
  - The debt meets the 2015 debt target allocated to this program and funds service improvement projects.
- *Provincial and Federal Grants and Subsidies ($0.576 million, 14.5%)*
  - Will fund 100% of the project costs for the *Infectious Disease Control Information System.*

Toronto Public Library

2015 OPERATING BUDGET Highlights

The total cost to deliver this Service to Toronto residents in 2015 is $188.646 million gross, $172.130 million net as shown below.

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	184,220.1	188,646.0	4,425.9	2.4%
Gross Revenues	16,582.7	16,516.1	(66.6)	(0.4%)
Net Expenditures	**167,637.4**	**172,129.9**	**4,492.5**	**2.7%**

For 2015, TPL was facing a base pressure of $5.825 million net due to inflationary increases, the second year operating impact of opening two new branches (Fort York in 2014 and Scarborough Civic Centre in 2015) and loss in fine revenues. Through on-going reviews, TPL was partially able to offset these pressures by $1.708 million net. As part of Toronto Poverty Reduction Initiatives, new and enhanced services of $0.375 million net were approved to bring this budget to a 2.7% increase over 2014.

2015 Operating Budget Overview

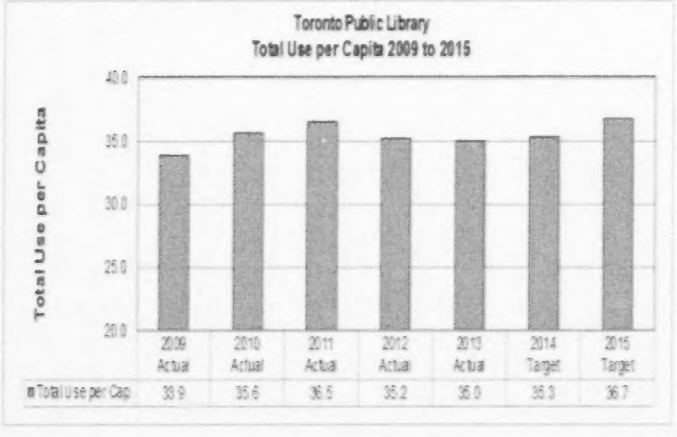
Toronto Public Library (TPL) provides free and equitable access to a wide range of services which meet the changing needs of Toronto residents. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

Fast Facts

- Toronto Public Library is the largest public library system in Canada, and the world's busiest urban library system.
- The library system includes 81 neighbourhood branches, with Scarborough Civic Centre opening in 2015, 17 district libraries, and 2 research and reference libraries.

Trends:

Total Use Per Capita 2009 - 2015



- In-person visits to branches increased by 9.2%, virtual visits increased by 34% and circulation of library items increased by 10.4% over a period of 10 years.
- Circulation of digital content increased 100% each year from 2011-13 and in 2013, more than 2 million e-titles were borrowed, 6.5% of total circulation and is expected to be 10% in 2014.
- In 2015, total usage is expected to increase to 101.9 million or 36.7 uses per capita.
- The increase is related to additional branch open hours, new branches, wireless usage and increase in e-circulations..

2014 Key Service Accomplishments

In 2014, Toronto Public Library's accomplishments reflect the achievements related to the Strategic Plan Workplan and include:

- ✓ Maintenance of service and activity levels including 262,134 open hours per year at 100 library branches 18.7 million visits, 26.7 million virtual visits and 32.3 million in total circulation.
- ✓ Achievements of Toronto Public Library's Strategic Plan 2012-2015 Read, Learn, Create, and Deliver 2014 work plan including the following to support City initiatives including the Seniors' Strategy, Middle Childhood Strategy Framework and Strong Neighbourhoods Strategy 2020.
- ✓ The Opening of the Library's 99th location Fort York Branch in May to support the population growth in these local communities; and celebrating the completion of the Toronto Reference Library's revitalization.
- ✓ Implemented expanded open hours at seven district libraries and the Toronto Reference Library as approved in the 2014 operating budget.
- ✓ Finalized public consultation and design for the Albion Branch and engaged in public consultation and began the design for the Wychwood Branch.
- ✓ Completed a building condition and an audit related to requirements for the Accessibility for Ontarians with Disabilities Act.
- ✓ Increased access to e-collections including books, audio books and magazines with a 90% increase in usage.
- ✓ Supported early literacy through the introduction of a KidsStop, interactive early literacy centers at the Fairview Branch.
- ✓ Implemented 2014 priorities in TPL's Middle Childhood Framework to deliver effective and responsive service including enhancements to the Grade Four Outreach Program to engage newly independent readers and by providing outreach programs at the City's 33 After School Recreational Care Programs (ARC).
- ✓ Introduced Digital Innovation Hubs at the Toronto Reference Library and Fort York Branch equipped with digital design workstations, 3D printing and the latest technology, tools for self publishing including HD digital cameras and audio and video production tools and staff support with plans for an additional hub at the Scarborough Civic Centre Branch.
- ✓ Partnered to advance initiatives related to key City strategies including: Toronto Child and Family Advisory Network's Middle Childhood Strategy, Youth Equity Strategy, Seniors Strategy and Toronto Strong Neighbourhood Strategy 2020.

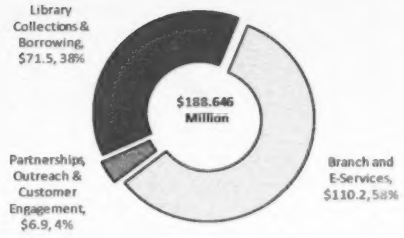
Our Service Deliverables for 2015

In 2015, overall weekly hours of service will increase by 62 hours/week from the opening of the new Scarborough Civic Centre branch. The 2015 Approved Operating Budget will enable the Program to:

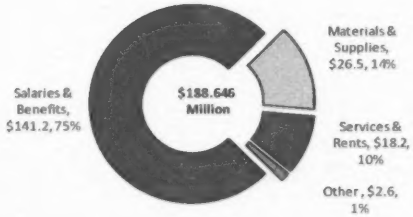
- Develop and maintain a collection of 11.2 million items in a variety of languages, reading levels and formats including print, audio visual and e-content to promote accessibility and respond to community needs.
- Maintain approximately 267,812.5 open hours per year at 100 branches to support 19.9 million in-person visits, 6.6 million workstation users and 2.8 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 26.7 million virtual visits; including collections, programs and access to user accounts with new self-service features including online fines payment, and access to e-collections.
- Develop and deliver a suite of library programs to support literacy, lifelong learning and access to culture with emphasis on literacy for children and for youth.
- Engage public through consultation on capital projects and begin the development of a new strategic plan by the Library Board.

Where the money goes:

2015 Budget by Service
$187.890 Million

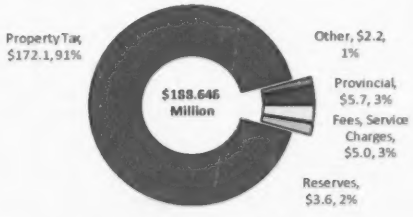

Library Collections & Borrowing, $71.5, 38%
$188.646 Million
Partnerships, Outreach & Customer Engagement, $6.9, 4%
Branch and E-Services, $110.2, 58%

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Increasing Cost/Revenue Pressures** - TPL continues to face increasing cost pressures driven by inflationary increases, the second year operating impacts of opening of 2 new libraries, Fort York in 2014 and Scarborough Civic Centre in 2015, and loss of fine revenues.
  - The 2015 Operating Budget is a 2.7% increase over 2014.
  - The 2015 Operating Budget includes base savings and operational efficiencies to help mitigate rising costs and revenue loss.
  - 2 new revenue measures will be implemented in 2015, print-on-demand service and sale of donated books to generate additional revenue. TPL will continue to explore other innovative measures to raise revenue and control expenditures.
- **Cost of E-collection Services** - Increased demand and use of e-collections which are more expensive to purchase are also impacting the fine revenue levels.
  - This is addressed by reducing fine revenue of $0.775 million in the 2015 Operating Budget to account for the loss of fine revenue from the increased use of e-collections and by implementing new revenue measures.
  - TPL is leading the way in advocacy efforts for improved public access to e-collections on reasonable terms and has established the Library Board's E-Book Working Group.

2015 Operating Budget Highlights

The 2015 Operating Budget of $172.130 million net is $4.493 million or 2.7% over the 2014 Approved Net Operating Budget and includes funding for inflationary increases in salary and benefits, operating costs and library materials and reduced fine revenues.

- ✓ Significant base budget pressures resulting from the opening of two new branches, loss of fine revenues and inflationary cost increases were partially offset by service efficiencies, base expenditure savings and new revenue tools.
- ✓ New funding of $0.375 million net is included in the budget to expand Youth Hubs' services into 4 library sites and implement a pilot program to reinstate full library services and borrowing for children and youth at 31 library branches in Neighbourhood Improvement Areas.

Program Map

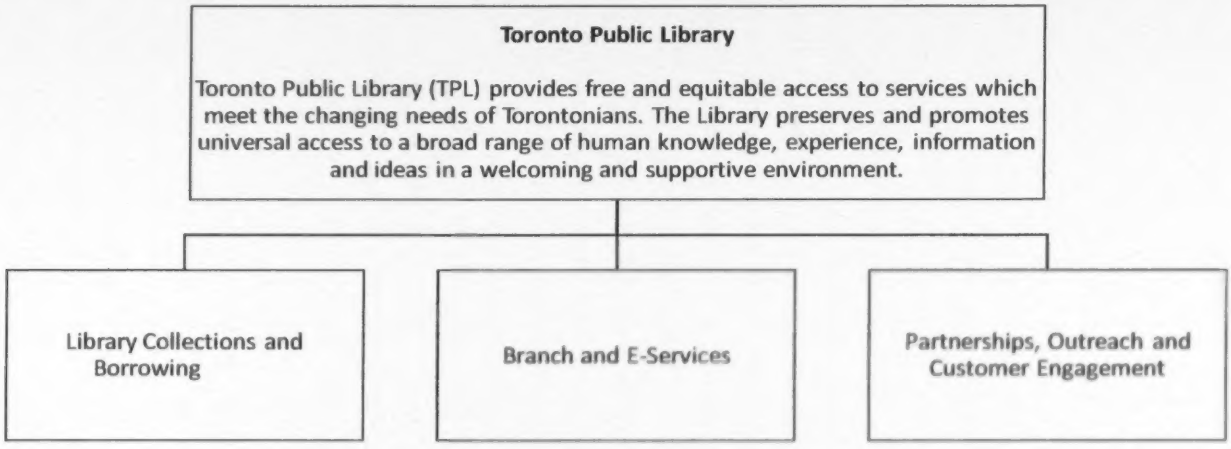

Toronto Public Library
Toronto Public Library (TPL) provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.
Library Collections and Borrowing
Branch and E-Services
Partnerships, Outreach and Customer Engagement

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Projected Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Library Collections & Borrowing											
Gross Expenditures	69,790.9	70,216.6	71,517.8	9.0	71,526.8	1,735.9	2.5%	858.9	1.2%	470.8	0.7%
Revenue	5,220.6	5,582.6	5,849.0	(22.5)	5,826.5	605.9	11.6%	(21.2)	(0.4%)	(21.8)	(0.4%)
Net Expenditures	64,570.3	64,634.0	65,668.8	31.5	65,700.3	1,130.0	1.8%	880.1	1.3%	492.6	0.7%
Branch and E-Services											
Gross Expenditures	107,706.2	108,363.2	109,999.8	240.0	110,239.8	2,533.6	2.4%	1,728.9	1.6%	1,046.9	0.9%
Revenue	11,107.9	11,878.2	10,550.4	(100.0)	10,450.4	(657.5)	(5.9%)	(177.0)	(1.7%)	(96.0)	(0.9%)
Net Expenditures	96,598.3	96,485.0	99,449.4	340.0	99,789.4	3,191.0	3.3%	1,906.0	1.9%	1,142.9	1.1%
Partnerships, Outreach & Customer Engagement											
Gross Expenditures	6,723.0	6,764.0	6,878.4	1.0	6,879.4	156.4	2.3%	83.5	1.2%	43.2	0.6%
Revenue	254.2	271.8	241.7	(2.5)	239.2	(15.0)	(5.9%)	(2.2)	(0.9%)	(2.2)	(0.9%)
Net Expenditures	6,468.8	6,492.2	6,636.7	3.5	6,640.2	171.4	2.6%	85.6	1.3%	45.4	0.7%
Total											
Gross Expenditures	184,220.1	185,343.8	188,396.0	250.0	188,646.0	4,425.9	2.4%	2,671.3	1.4%	1,561.0	0.8%
Revenue	16,582.7	17,732.7	16,641.1	(125.0)	16,516.1	(66.6)	(0.4%)	(200.4)	(1.2%)	(120.0)	(0.7%)
Total Net Expenditures	167,637.4	167,611.1	171,754.9	375.0	172,129.9	4,492.5	2.7%	2,871.7	1.7%	1,681.0	1.0%
Approved Positions	1,737.9	1,681.3	1,737.9	2.0	1,739.9	2.0	0.1%	4.7	0.3%		

Note: 2014 Projected Actual Expenditures are System Generated

The 2015 Operating Budget for Toronto Public Library is $188.646 million gross and $172.130 million net. The net budget increased by $4.493 million or 2.7% due to the following.

- Base pressures of $5.825 million net, common to all 3 services, are primarily due to inflationary cost increases in salary and benefits, the operating impact of two new branches (Fort York and Scarborough Civic Centre), inflationary costs for utilities and library materials, an increase in costs for service contracts and reduced fine revenues.

- To help mitigate the above base pressures, the program was able to achieve base budget savings of $0.642 million net across all services from implementing cost control measures and by reducing the operating budget contribution to the capital Technology Asset Management Program (TAMP) project. Service efficiencies of $0.240 million net are from streamlining the use of barcode labels and RFID tags and from changes to the contracted security guard services. New revenue tools are being implemented that are expected to generate additional revenues of $0.075 million and an increased base revenue withdrawal from the Development Charge Reserve Fund for growth related library materials will generate an additional budget reduction of $0.751 million specific to the *Library Collections and Borrowing Service*.

- As part of Toronto Poverty Reduction Initiatives, the 2015 Operating Budget includes funding of $0.375 million not to expand Youth Hubs to 4 library sites and for a pilot library access Fine Forgiveness Program at 31 branches in Neighbourhood Improvement Areas.

- The 2016 and 2017 Plans includes the inflationary cost increases for progression pay, step and fringe benefits, operating impacts of capital, as well as anticipated inflationary increases to non-salary accounts. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

Approval of the 2015 Operating Budget results in Toronto Public Library increasing its total staff complement by 2.0 positions from 1,737.9 to 1,739.9, as highlighted in the table below:

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced						Total Service Changes			Incremental Change			
	Library Collections & Borrowing		Branch and E-Services		Partnerships, Outreach & Customer		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
Youth Hubs Expansion			200.0	200.0			200.0	200.0	2.0	200.0	2.0		
Sub-Total			200.0	200.0			200.0	200.0	2.0	200.0	2.0		
New Service Priorities													
(a) New Services													
Fine Forgiveness Pilot	9.0	31.5	40.0	140.0	1.0	3.5	50.0	175.0					
Sub-Total	9.0	31.5	40.0	140.0	1.0	3.5	50.0	175.0					
Total	9.0	31.5	240.0	340.0	1.0	3.5	250.0	375.0	2.0	200.0	2.0		

Enhanced Service Priorities ($0.200 million gross & net)

Youth Hubs Expansion ($0.200 million gross and net and an increase of 2.0 positions)

- The 2015 Operating Budget provides additional funding of $0.200 million gross and net, and 2 permanent positions to expand the Youth Hubs' services to 4 new branches. In 2015, two new youth hubs are expected to open with another two in 2016. This will require incremental funding in 2016 of $0.200 million gross and net and 2.0 permanent positions.
- The youth hubs will provide after school drop-in programs to grades 7-10 students with free tutored help, workshops, and other activities. The expansion will be to the following 4 library sites: Cedarbrae; Fairview; York Woods; and Maria A. Shchuka.
- This funding aligns and supports Council's direction for a Toronto Poverty Reduction Strategy by providing access to City Services and supports recommendations in the Toronto Youth Equity Strategy.

New Service Priorities ($0.050 million gross & $0.175 million net)

Fine Forgiveness Program ($0.050 million gross and $0.175 million net)

- Funding of $0.050 million gross and $0.175 million net is provided to implement a pilot program to reinstate full library services and borrowing for children and youth at 31 library branches in Neighbourhood Improvement Areas (NIA) by forgiving late fines.
- This pilot is to begin in Q2 2015 which will allow summer reading programs, collections and after school programs fully accessible to children and youth. Expanded access will be considered in future years.

  This funding aligns and supports Council's direction for a Toronto Poverty Reduction Strategy by providing access to City Services

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salaries and Fringe Benefits	159.6		159.6	0.1%	2.7	162.0		162.0	0.1%	
Progression Pay & Step Increases	304.5		304.5	0.2%		307.6		307.6	0.2%	
Operating Impacts of Capital	83.0		83.0	0.0%		99.0		99.0	0.1%	
Number of working days	517.8		517.8	0.3%		(517.8)		(517.8)	(0.3%)	
Reversal of Pan Am Games	(83.4)	(83.4)								
Fine Revenue Reduction		(100.0)	100.0	0.1%			(100.0)	100.0	0.1%	
Change in Management Fee Recovery		(17.0)	17.0	0.0%			(20.0)	20.0	0.0%	
Annualization of Youth Hubs	200.0		200.0	0.1%	2.0					
Sub-Total	1,181.5	(200.4)	1,381.9	0.8%	2.7	50.8	(120.0)	170.8	0.1%	
Anticipated Impacts:										
Increased cost of utilities, contracts and services	1,035.8		1,035.8	0.6%		1,046.2		1,046.2	0.6%	
Library Material Inflationary Increase	454.0		454.0	0.3%		464.0		464.0	0.3%	
Sub-Total	1,489.8		1,489.8	0.9%		1,510.2		1,510.2	0.9%	
Total Incremental Impact	2,671.3	(200.4)	2,871.7	1.7%	2.7	1,561.0	(120.0)	1,681.0	1.0%	

Future year incremental costs are primarily attributed to the following:

Known Impacts

- Progression pay, step and fringe benefits increases will result in increased pressure of $0.464 million net in 2016 and $0.470 million net in 2017. Since 2016 is a collective bargaining year, no estimate of cost of living allowance is included.
- Incremental operating costs from capital projects will be $0.083 million in 2016, mainly due to the Bridlewood branch renovation, and $0.099 million in 2017 from the renovation of the Wychwood branch.
- In 2016, there will be an extra working day which will require incremental salary and benefit funding of $0.518 million net, and it will be reversed in 2017.

  Based on previous years' experience, fine revenues are estimated to decrease by $0.100 million net in 2016 and 2017.
- Incremental impact of $0.200 million gross and net is required for expanding Youth Hubs to two more branches.

Anticipated Impacts

- Anticipated increases in the costs of utilities, contracts and services will result in increased pressure of $1.036 million net in 2016 and $1.046 million net in 2017.
- The inflation increase for Library Materials is anticipated to be $0.454 million net in 2016 and $0.464 million net in 2017.

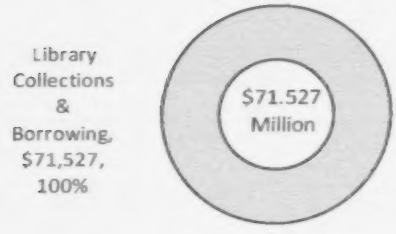
Library Collections and Borrowing

Library Collections and Borrowing

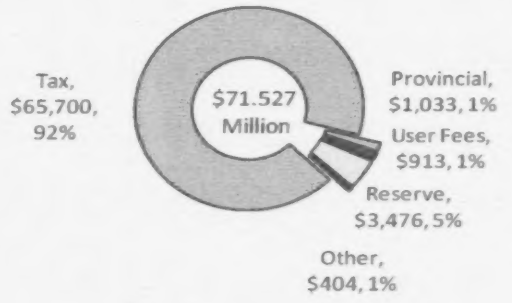
What We Do

- Collect, preserve and make available a wide range of knowledge, information and ideas through collections in a variety of formats, languages and reading levels which support the informational, educational, cultural and recreation needs and interests of residents of all ages, backgrounds and abilities.

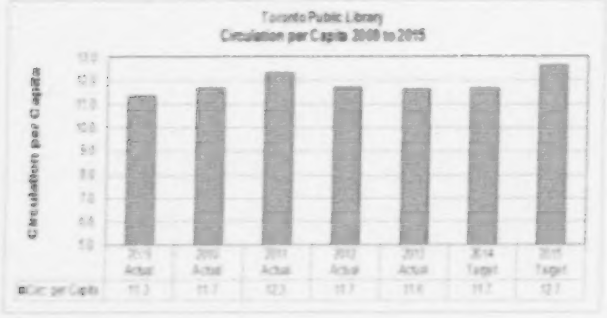
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Circulation per Capita



- 2015 circulation is projected to increase to 35.1 million or 12.7 per capita.
- E-circulation increasingly accounts for a larger proportion of overall circulation and is projected to increase by 94.8% over 2014, while physical circulation declines by 4%, which will reduce fine revenue.

2015 Service Levels

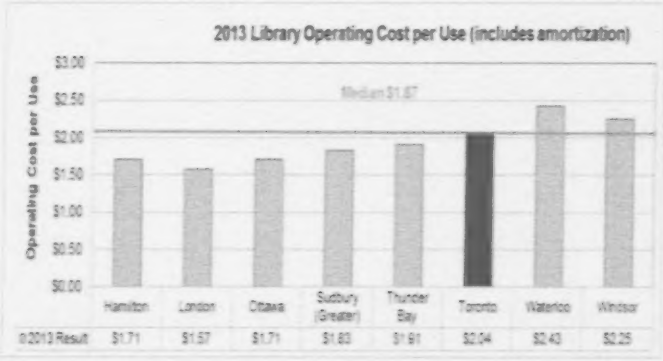
Library Collections and Borrowing

Activity	Service Levels 2014	Recommended 2015
Acquisitions	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.
	Physical collection size: 10,862,302	Physical collection size: **11,177,302**
	Physical collection size per capita: 3.9	Physical collection size per capita: 3.9
	Reference collection per capita: 1.6	Reference collection per capita: 1.6
	New acquisitions per capita: 0.26	New acquisitions per capita: 0.26
	E collection size: 100+ electronic products including periodical databases with 100 million articles from general, special and technical periodicals and 85,000 streamed music titles	*E collection size:* 100+ electronic products including periodical databases with 100 million articles from general, special and technical periodicals and 85,000 streamed music titles
	E-books and E-audio books: 175,000 downloadable and streamed copies for adults, youth and children	*E-books and E-audio books:* 225,000 downloadable and streamed copies for adults, youth and children
	E-music and E-videos: 200,000 downloadable music titles and 7,000 downloadable videos	*E-music and E-videos:* 250,000 downloadable music titles and **10,000** downloadable videos
Collection	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.
	0.26 items added to the catalogue per capita	0.26 items added to the catalogue per capita
Public Access to Collections through borrowing	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.
	Circulation per capita: 11.7	Circulation per capita: **12.7**
	Holds/versus copies	*Holds/versus copies*
	Books 6/1 (3 week loan)	Books 6/1 (3 week loan)
	DVDs 18/1 (1 week loan)	DVDs 18/1 (1 week loan)
	Turnover rate of circulating collection: 5.0	Turnover rate of circulating collection: 5.0

* 2015 Service Levels reflect service changes.

Service Performance

Efficiency Measure – Library Operating Cost per Use 2013 (MPMP)



- The Chart compares Toronto Public Library's operating cost per use to other library systems in Ontario.
- The 2013 operating cost per use is $2.04 and TPL placed around the median of $1.87.
- Compared to other libraries, TPL remained around the median, similar to previous years.

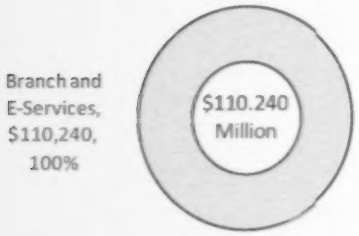
Branch and E-Services

Branch and E-Services

What We Do

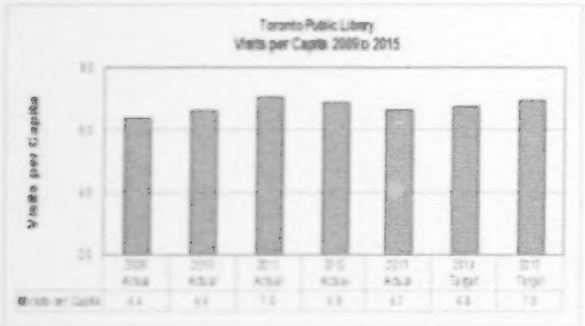
- Branches are neighbourhood hubs where residents can access collections, computers, wireless and emerging digital technology, programs and information services provided by expert staff. They provide public space for residents to read, study, and work, attend programs and engage and network with members of the community.
- E-services provide 24/7 online access to library collections, services and information, and a range of self-service options help residents manage their accounts including placing and managing holds and paying fines online.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

Visits per Capita 2009-2015



- 2015 visits are expected to increase to 19.3 million or 7.0 visits per capita with additional open hours and the opening of 2 new branches.
- Total visits declined in 2013 slightly as a result of weather and branch closures for renovation/retrofits.
- Visits reflect a range of branch uses including study and meeting room space.

2015 Service Levels
Branch and E-Services

Activity	Service Levels 2014	Recommended 2015
In Branch Services	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.
Provision of public space	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 64,402 square feet of library space per 100,000 population Seating Capacity: 8,924 322 per seats per 100,000 population	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 64,402 square feet of library space per 100,000 population Seating Capacity: 8,924 322 per seats per 100,000 population
Open Hours	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2014 operating budget. 9,457 open hours per 100,000 population 0.09 open hours per capita	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2015 operating budget. **9,607** open hours per 100,000 population 0.10 open hours per capita
Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to address community needs.	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to address community needs.
Access to Technology	Provision of access to public technology in accordance with TPL's Internet Use Policy. 69 internet access workstations per 100,000 population Wireless internet access at all locations. 0.81 wireless connections per capita	Provision of access to public technology in accordance with TPL's Internet Use Policy. 69 internet access workstations per 100,000 population Wireless internet access at all locations. **1.02** wireless connections per capita
Information Services	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,130,296 questions answered per year in response to public demand (2.6 per capita) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,130,296 questions answered per year in response to public demand (2.6 per capita) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.
In-library use of materials	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy 1.6 reference items per capita 2.4 in-library use transactions per capita	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy 1.6 reference items per capita 2.4 in-library use transactions per capita

Activity	Service Levels 2014	Recommended 2015
Programs	Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format. 1,124 programs offered per 100,000 population	Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format. 1,124 programs offered per 100,000 population
Room Rentals for community groups	Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre Policy. • Space available 25% of time for public booking • Same business day verification for availability of space • Space held for 10 days for confirmation of the contract Toronto Reference Library Salon available in accordance with TPL Bram & Bluma Salon Rental Policy.	Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre Policy. • Space available 25% of time for public booking • Same business day verification for availability of space • Space held for 10 days for confirmation of the contract Toronto Reference Library Salon available in accordance with TPL Bram & Bluma Salon Rental Policy.
Facility Maintenance	Space well maintained to promote public safety and use with repair issues addressed 70% waste diversion Capital program to address state of good repair backlog Nightly cleaning of facilities with no visible soil Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall Landscaping every 7 days including grass cutting and litter abatement Carpet cleaning four times per year	Space well maintained to promote public safety and use with repair issues addressed 70% waste diversion Capital program to address state of good repair backlog Nightly cleaning of facilities with no visible soil Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall Landscaping every 7 days including grass cutting and litter abatement Carpet cleaning four times per year
Virtual Branch Services	Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.	Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.
Remote Information and User Support	New content regularly added and currency of content regularly checked. Social media and online channels provide up to date information on services, programs and service disruption in compliance with the Access for Ontarians with Disabilities Act. E-mail information requests responded to within 24 hours depending on the type of the request. New web content created is in compliance with the AODA's web accessibility	New content regularly added and currency of content regularly checked. Social media and online channels provide up to date information on services, programs and service disruption in compliance with the Access for Ontarians with Disabilities Act. E-mail information requests responded to within 24 hours depending on the type of the request. New web content created is in compliance with the AODA's web accessibility

Activity	Service Levels 2014	Recommended 2015
Digitization	Digitization program to provide access to materials special and archival collections including materials focusing on Toronto and its neighbourhoods.	Digitization program to provide access to materials special and archival collections including materials focusing on Toronto and its neighbourhoods.
	9,198 books digitized	**10,398** books digitized
	17,719 images and ephemera digitized	**22,719** images and ephemera digitized

* 2015 Service Levels reflect service changes.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Branch and E-Services	107,706.2	110,747.0	(747.2)	109,999.8	2,293.6	2.1%	240.0	**110,239.8**	2,533.6	2.4%	1,728.9	1.6%	1,046.9	0.9%
Total Gross Exp.	107,706.2	110,747.0	(747.2)	109,999.8	2,293.6	2.1%	240.0	**110,239.8**	2,533.6	2.4%	1,728.9	1.6%	1,046.9	0.9%
REVENUE														
Branch and E-Services	11,107.9	10,490.4	60.0	10,550.4	(557.5)	(5.0%)	(100.0)	**10,450.4**	(657.5)	(5.9%)	(177.0)	-1.7%	(96.0)	(0.9%)
Total Revenues	11,107.9	10,490.4	60.0	10,550.4	(557.5)	(5.0%)	(100.0)	**10,450.4**	(657.5)	(5.9%)	(177.0)	-1.7%	(96.0)	(0.9%)
NET EXP.														
Branch and E-Services	96,598.3	100,256.6	(807.2)	99,449.4	2,851.0	3.0%	340.0	**99,789.4**	3,191.0	3.3%	1,906.0	1.9%	1,142.9	1.1%
Total Net Exp.	96,598.3	100,256.6	(807.2)	99,449.4	2,851.0	3.0%	340.0	**99,789.4**	3,191.0	3.3%	1,906.0	1.9%	1,142.9	1.1%
Approved Positions	990.6	990.6		990.6			2.0	**992.6**	2.0	0.2%	4.7	0.5%		

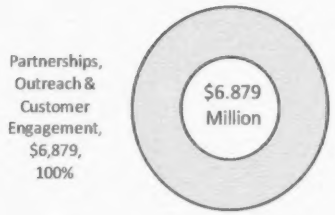
Partnerships, Outreach and Customer Engagement

Partnerships, Outreach and Customer Engagement

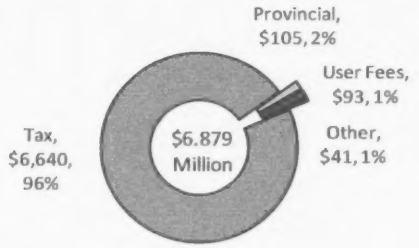
What We Do

- Extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services.
- Support the library in outreach to new audiences and in delivering service efficiently.
- Engage and consult residents, stakeholders and communities to deliver excellent and responsive customer service.
- Provide opportunities to volunteers to develop employment skills and contribute to the community.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Partnerships, Outreach & Customer Engagement	6,723.0	6,903.4	(25.0)	6,878.4	155.4	2.3%	1.0	**6,879.4**	156.4	2.3%	83.5	1.2%	43.2	0.6%
Total Gross Exp.	6,723.0	6,903.4	(25.0)	6,878.4	155.4	2.3%	1.0	**6,879.4**	156.4	2.3%	83.5	1.2%	43.2	0.6%
REVENUE														
Partnerships, Outreach & Customer Engagement	254.2	240.3	1.4	241.7	(12.5)	(4.9%)	(2.5)	**239.2**	(15.0)	(5.9%)	(2.2)	-0.9%	(2.2)	(0.9%)
Total Revenues	254.2	240.3	1.4	241.7	(12.5)	(4.9%)	(2.5)	**239.2**	(15.0)	(5.9%)	(2.2)	-0.9%	(2.2)	(0.9%)
NET EXP.														
Partnerships, Outreach & Customer Engagement	6,468.8	6,663.1	(26.4)	6,636.7	167.9	2.6%	3.5	**6,640.2**	171.4	2.6%	85.6	1.3%	45.4	0.7%
Total Net Exp.	6,468.8	6,663.1	(26.4)	6,636.7	167.9	2.6%	3.5	**6,640.2**	171.4	2.6%	85.6	1.3%	45.4	0.7%
Approved Positions	69.5	69.5		69.5				**69.5**						

The 2015 Operating Base Budget for Partnerships, Outreach and Customer Engagement of $6.878 million gross and $6.637 million net is $0.168 million or 2.6% over the 2014 Approved Net Budget.

The **Partnerships, Outreach and Customer Engagement** service helps to extend access and increase awareness and use of library services through partnerships and outreach as well as engage and consult with residents, stakeholders and communities to support service development and delivery. The service also develops a suite of library programs to support literacy, life-long learning and access to culture with emphasis on literacy for children and youth.

- Base Budget pressures in *Partnerships, Outreach and Customer Engagement* service are primarily from inflationary cost increases in salaries and benefits totaling $0.111 million and economic increases of $0.018 million for contracted services, $0.012 million for utilities and $0.011 million for library materials.
- Other base pressures include the operating impact of the Fort York and Scarborough Civic Centre branches of $0.027 million net and a $0.014 million loss in fine revenue based on previous years' experiences.
- To help mitigate the base pressures, the service was able to control costs in service, materials processing, supplies and licences for a savings of $0.002 million and reduce the operating contribution to the capital project TAMP by $0.016 million by maximizing the amount of development charges permitted by the 2014 DC By-Law to fund eligible expenses.
- Service efficiencies generate savings of $0.003 million from streamlining the use of barcode labels and RFID tags and $0.004 million from changes to scheduling and type of services provided by contracted Security Guards. New revenue of $0.001 million is expected from a self-publishing initiative and promotion for the sale of used books.
- The 2015 Operating Budget for Partnerships, Outreach and Customer Engagement includes funding of $0.004 million net to implement a new service; a pilot program to forgive late fines for children and youth at 31 library branches in Neighbourhood Improvement Areas in order to have access to full library services and borrowing.

Toronto Public Library

2015 – 2024 Capital Budget and Plan Overview

The Toronto Public Library (TPL) is responsible for providing free and equitable access to library services through a network of 100 branches, including e-branch services, to meet the changing needs of Torontonians.

TPL has a network of 99 libraries throughout the City consisting of 80 neighbourhood libraries, 17 district libraries, 2 research and reference libraries, and 2 service buildings with total asset replacement value of $830.095 million. The new Scarborough Civic Centre Library, scheduled to open in early 2015 will bring the total number of libraries to 100.

Toronto Public Library's 10-Year Capital Plan is $242.367 million. While state of good repair projects remains a priority, given the significant backlog in building and technology infrastructure renewal, funding ($39.528 million) is provided for the relocation and expansion of existing branches to address the needs of new and growing communities and continue to advance and improve provision of e-services through the Virtual Branch Services Capital Program.

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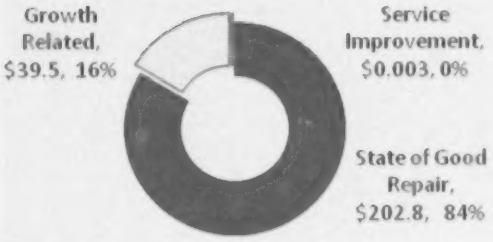
Capital Spending and Financing:

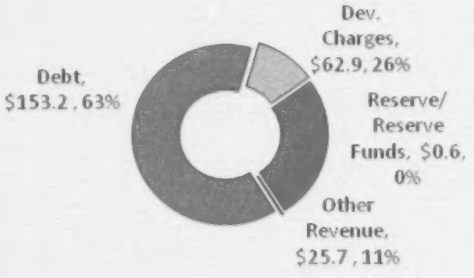
2015-2024 Capital Budget and Plan

by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan

by Funding Source ($Million)



2014 Key Service Accomplishments

In 2014, Toronto Public Library accomplished the following:

- ✓ Completed branch renovations for *Toronto Reference Library* for $26.758 million, the second phase of the *Bridlewood Library* for $0.219 million, *and the Fort York Library* construction for $9.192 million.
- ✓ Completed *20 Multi-branch State of Good Repair* projects at 18 branches, which included building envelop repairs, required structural work, flooring replacements, mechanical/electrical repairs/replacements, legislated upgrades to elevators, repaving, and energy efficiency upgrades through replacement of lighting systems and HVAC controls, and barrier free improvements.
- ✓ Completed the *Self Service Circulation* project for $10.919 million. This is a 7-year project which included the installation of self-service check-in and check-out equipment throughout the library system, sorting equipment at the busiest locations and the main sorting systems at the library processing and distribution centre.
- ✓ Completed the *Library Processing Centre* relocation to 1076 Ellesmere for $10.725 million.

Continued work on the facility projects including growth/expansion projects: *Scarborough Civic Centre Library construction, Albion Renovation* project, *Wychwood Renovation* project, and *Bayview relocation* project

Key Challenges & Priority Actions

for TPL to continue to maintain and upgrade existing branch and technology infrastructure to manage the growing demand for 21st century library services. Additional repair and AODA compliance requirements identified by a new Property Condition Assessment (PCA), as well as a Facilities infrastructure that is largely 40-50 years old, has increased the SOGR backlog from $44.236 million at the end of 2014 to $128.663 million by the end of 2024.

- ✓ $202.836 million or 83.7% of funding is dedicated to SOGR projects included in the 10-Year Capital Plan.
- ✓ Funding from other available non-debt sources have been maximized to free up debt to fund SOGR requirements.
- ✓ The 10-Year Capital Plan provides funding for SOGR projects that have been identified as critical needs in the Property Condition Assessment.

Development Charges (DC) Funding - DC funding for TPL's capital program plays a critical role to meet service demand and growth. The 10-Year Capital Plan includes funding of $62.899 million from the DC Reserve Fund. This represents a $17.702 million increase from the 2014-2023 Plan.

- ✓ The maximization of DC funding provided debt room of which $8.242 million was reinvested in SOGR projects and $5.700 million in the Technology Asset Management Program (TAMP).
- ✓ TPL will continue to monitor the DC reserve fund to ensure sufficient funding is available to fund its capital plan and collections.

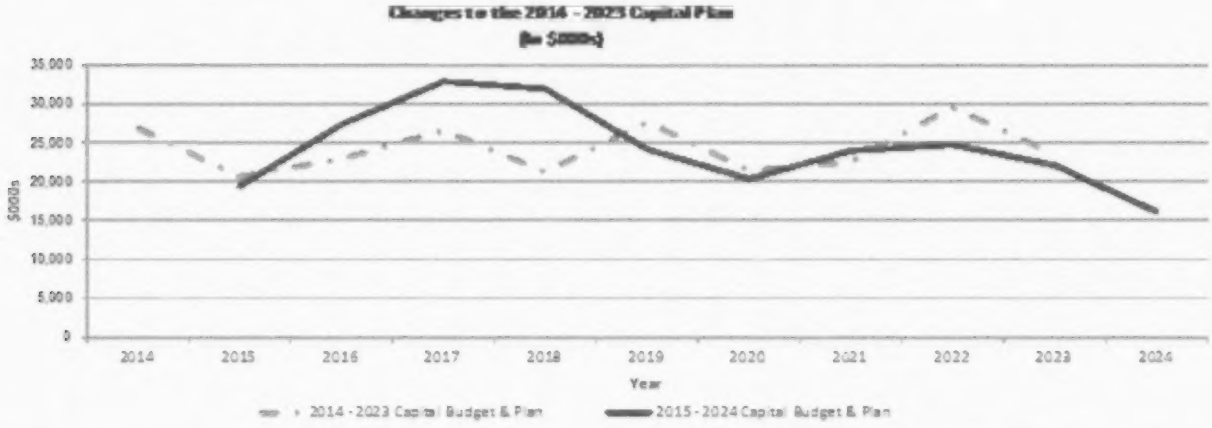
2015 Capital Budget Highlights

The 2015 Capital Budget for Toronto Public Library of $21.184 million, including carry forward funding, will:

- Complete the construction of the Scarborough Civic Centre branch scheduled to open in early 2015.
- Continue the planning work for the *Bayview* branch relocation, *Wychwood* branch renovation and *Dawes Road* branch projects.
- Begin renovation of the *Albion branch, Agincourt branch* and *the North York Central Library*.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	26,925	20,568	22,969	26,590	21,312	27,688	21,328	22,499	29,540	23,422		242,840
2015 - 2024 Capital Budget & Plan		19,334	27,291	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106	242,367
Change %		-6.0%	18.8%	23.5%	49.5%	-13.0%	-5.1%	6.1%	-16.4%	-5.9%		-0.2%
Change $		-1,234	4,322	6,246	10,551	-3,609	-1,092	1,369	-4,831	-1,377		-473

Table 1

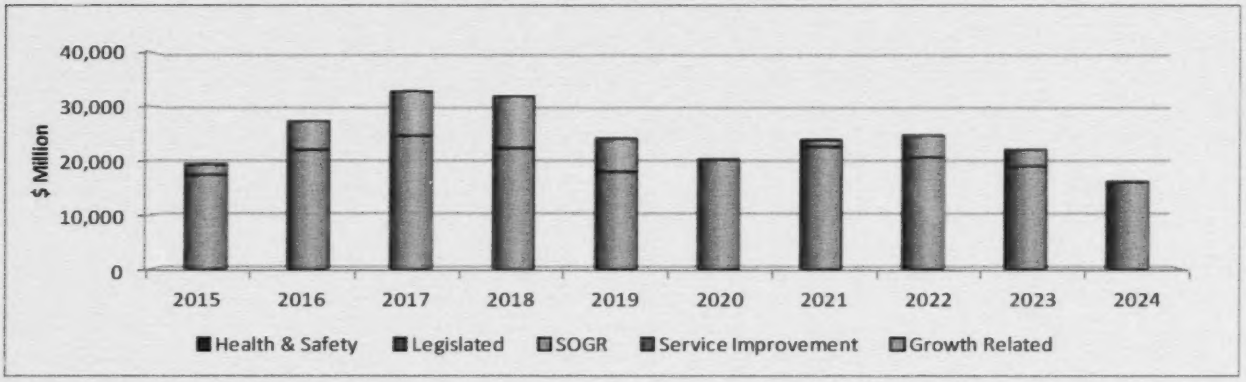
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Sanderson Renovation			309	1,500	3,666							**5,475**	5,475
Albert Campbell Renovation				265		803	6,235	4,998				**12,301**	12,301
Parliament Street Renovation					104		2,329	2,995	1,529			**6,957**	6,957
Albion Renovation	347	2,000	6,305	6,355								**14,660**	15,007
Weston Renovation					129		2,000	4,268	2,336			**8,733**	8,733
Bayview Renovation	163	108	1,464	1,915								**3,487**	3,650
St. Clair/Silverthorn Renovation		900	1,008									**1,908**	1,908
North York Central Renovation		1,535	1,347	2,539	4,906	4,647						**14,974**	14,974
Virtual Branch Services (VBS)	N/A	1,750	1,500	1,000	1,000	1,250	1,250	1,250	1,250	1,250	1,250	**12,750**	12,750
Multi-Branch Renovation Program (SOGR)	N/A	5,419	3,093	3,193	3,593	3,593	3,593	3,593	3,593	3,593	3,593	**36,856**	36,856
Technology Asset Management Program (TAMP)	N/A	4,500	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	**41,400**	41,400
St. Lawrence Relocation				99	1,197	1,515						**2,811**	2,811
Guildwood Relocation						62		355	1,315	308		**2,040**	2,040
Dawes Road Neighbourhood Library		50	410	1,291	1,006	1,975						**4,732**	4,732
Northern District Renovation							300		2,000	3,279	2,463	**8,042**	8,042
Wychwood Renovation	150	168	310	1,681	1,939							**4,098**	4,248
Bridlewood Renovation	194		807	442								**1,249**	1,443
Brookbanks Renovation							149	539	2,270	1,927		**4,885**	4,885
Perth Dupont Renovation			77	215	658							**950**	950
Centennial Renovation							59	359	1,643	1,189		**3,250**	3,250
Automated Sorter Replacement Program										800	1,010	**1,810**	1,810
High Park Renovation								150		500	1,300	**1,950**	1,950
Mimico Renovation							150		645	2,036	2,390	**5,221**	5,221
Agincourt Building Elements		1,000	1,297									**2,297**	2,297
Sub-Total	**854**	**17,430**	**22,027**	**24,595**	**22,298**	**17,945**	**20,165**	**22,607**	**20,681**	**18,982**	**16,106**	**202,836**	**203,690**
Service Improvements													
Pan Am Games Program	150	3										**3**	153
Sub-Total	**150**	**3**										**3**	**153**
Growth Related													
Scarborough Civic Centre New Construction	8,719	1,557										**1,557**	10,276
Bayview Relocation	137	112	2,790	663								**3,565**	3,702
St. Clair/Silverthorn Renovation		100	239									**339**	339
St. Lawrence Relocation			419	4,044	4,732	4,421						**13,616**	13,616
Guildwood Relocation						138		926	2,260	1,846		**5,170**	5,170
Dawes Road Neighbourhood Library			534	1,004	2,769	1,575						**5,882**	5,882
Wychwood Renovation		132	865	1,784	655							**3,436**	3,436
Bridlewood Renovation	306		293	358								**651**	957
Brookbanks Renovation							39	140	875	571		**1,625**	1,625
Perth Dupont Renovation			124	388	1,409							**1,921**	1,921
Centennial Renovation							32	195	893	646		**1,766**	1,766
Sub-Total	**9,162**	**1,901**	**5,264**	**8,241**	**9,565**	**6,134**	**71**	**1,261**	**4,028**	**3,063**		**39,528**	**48,690**
Total Expenditures by Category	**10,166**	**19,334**	**27,291**	**32,836**	**31,863**	**24,079**	**20,236**	**23,868**	**24,709**	**22,045**	**16,106**	**242,367**	**252,533**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects*

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

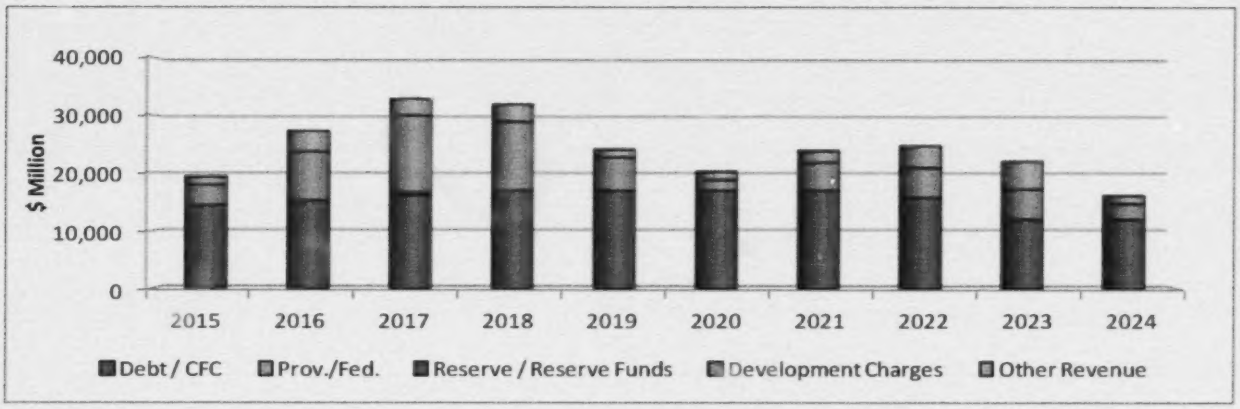


As illustrated in the chart above, the 10-Year Capital Plan for Toronto Public Library of $242.367 million predominately provides funding for SOGR projects of $202.836 million which accounts for 83.7%.

- The level of funding for SOGR projects is consistent with Toronto Public Library's objective to manage activity growth and deliver 21st century library services while maintaining existing inventory in a state of good repair.
- Growth Related projects account for 16.3% of total funding, the majority of which are to address the needs of new and growing communities. Projects that are currently under construction include the *Scarborough Civic Centre Branch* which is expected to be completed in 2015 as well as the relocations of the *Bayview Neighborhood Branch* (2014-2017), *St. Lawrence Neighborhood Library* (2016-2019) and *Perth/Dupont Branch* (2016-2018).
- There is funding of $0.003 million in 2015 for the completion of *the Pan Am Games Showcase Program* which is the only Service Improvement project in the 10-Year Capital Plan.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $242.367 million will be financed by the following sources:

- Debt, which accounts for $153.235 million or 63.2% of the financing over the 10-year period.
  - The debt funding meets the 10-year debt guideline allocation to the Program in each year of the Capital Plan.
- Development Charge funding constitutes $62.899 million or 26.0% of the required funding for eligible growth projects including the *Technology Asset Management Program (TAMP), Virtual Branch Services (VBS), Scarborough Civic Centre Library construction* project, *Bayview Relocation, St. Lawrence Library Relocation, Wychwood Renovation and Dawes Road Renovation* project.
  - DC funding has been maximized under the new DC by-law by an additional $14.504 million enabling assigned debt funding to be reinvested in urgent SOGR projects to address the backlog ($7.552 million), reduce operating funding from *TAMP* ($5.700 million) and fund four renovation projects ($1.252 million).
- Other funding sources total $25.650 million or 10.6%, which include $13.780 million or 5.7% from operating funds transferred to capital for the replacement of technology assets, private third party donations and other community fundraising initiatives provide funding of $3.669 million for the *Brookbanks, Perth/Dupont* and *Centennial branch* projects and Section 37 proceeeds of $8.201 million for the projects listed below:
  - *Agincourt Building Elements* project ($1.125 million);
  - *Bridlewood Library renovation/expansion* project ($1.900 million);
  - *Brookbanks Library renovation and expansion* project ($3.650 million);
  - *Wychwood Renovation and Expansion* project ($1.500 million); and
  - *Multi-Branch Renovation Program* ($0.026 million).
- $0.583 million in Reserves or 0.2% represent the remaining funding source and is primarily from the Capital Financing Reserve Fund for the *Bayview Library Relocation/Expansion*. The Major Special Events Reserve Fund provides funding of $0.003 million for the TPL's *Spectator Jam* project a part of the recommended Pan Am Showcase Projects.

Table 2
Net Operating Impact Summary (In $000s)

	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Albion District Library Renovation			17.0		17.0						34.0		34.0	
Fort York New Construction	19.0										19.0		19.0	
Scarborough Civic Centre New Construction	744.3										744.3		744.3	
Library Processing Centre Relocation to Ellesmere	(4.0)										(4.0)		(4.0)	
Bayview Neighbourhood Library Relocation			16.0	2.7	16.0						32.0	2.7	32.0	2.7
Wychwood Reonvation and Expansion					28.0		28.0				56.0		56.0	
Bridlewood Renovation			42.0		12.0						54.0		54.0	
New Projects - 2015														
St. Clair/Silverthorn Neighbourhood Library	8.0		8.0								16.0		16.0	
North York Central Library Renovation							23.0		23.0		46.0		46.0	
Dawes Road Neighbourhood Library							93.0	1.0	93.0		186.0	1.0	186.0	1.0
New Projects - Future Years														
Albert Campbell District Library Renovation													36.0	
Brookbanks Renovation													54.0	
Centennial Renovation													30.0	
Guildwood Neighbourhood Library Relocation													80.0	0.5
Mimico Renovation													8.0	
Northern District Renovation													13.0	
Parliament Neighbourhood Library Renovation													30.0	
Perth/Dupont Renovation					13.0		13.0				26.0		26.0	
Sanderson Neighbourhood Library Renovation					13.0		13.0				26.0		26.0	
St. Lawrence Neighbourhood Library Relocation							799.0	14.0	799.0		1,598.0	14.0	1,598.0	14.0
Weston Neighbourhood Library Renovation													30.0	
Total (Net)	**767.3**		**83.0**	**2.7**	**99.0**		**969.0**	**15.0**	**915.0**		**2,833.3**	**17.7**	**3,114.3**	**18.2**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.767 million net in 2015 and $2.347 million net over the 2016 – 2024 period, as shown in the table above.

- The annualized impact of the expansion and construction of 2 new libraries, *Fort York* and *Scarborough Civic Centre*, in 2015 is $0.019 million and $0.744 million respectively and is primarily for salaries, utilities, services and rents, materials and software licences.

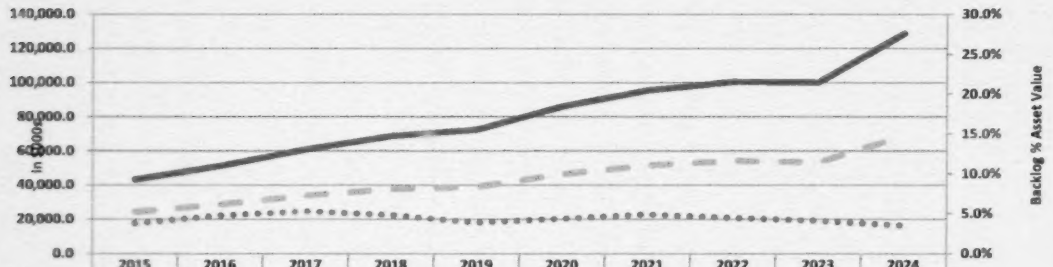
Approved permanent positions will increase by 18.2 positions over the 10-year time frame. This is comprised of funding to sustain the following capital projects once completed:

- 2.7 new positions will be required in 2016 for the relocation and expansion of *Bayview Library*;
- In 2018, 1 new position will be required for the reconstruction and expansion of the *Dawes Road Neighbourhood* Library and 14 for the relocation and expansion of the *St Lawrence Library* which will be a District Library to serve the existing St. Lawrence area as well as the

growing demands for the West Don lands, Lower Don Lands and East Bayfront communities; and,

- 0.5 new positions will be required in 2022 for the relocation and expansion of the *Guildwood Library*.

Chart 4
SOGR Funding & Backlog (In $000s)

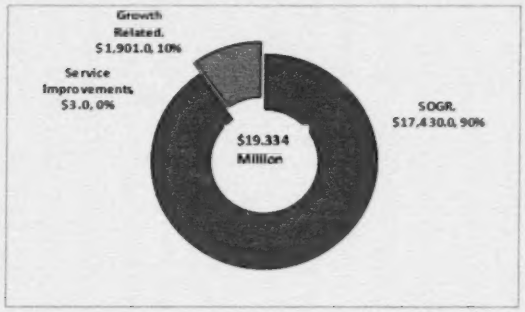


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	17,430.0	22,027.0	24,595.0	22,298.0	17,945.0	20,165.0	22,607.0	20,681.0	18,982.0	16,106.0
Accumulated Backlog Est.	43,038.0	51,154.0	60,733.0	68,500.0	72,368.0	85,904.0	95,381.0	100,276.0	99,946.0	128,663.0
Backlog % of Asset Value	5.2%	6.2%	7.2%	8.1%	8.4%	9.9%	11.0%	11.6%	11.4%	14.7%

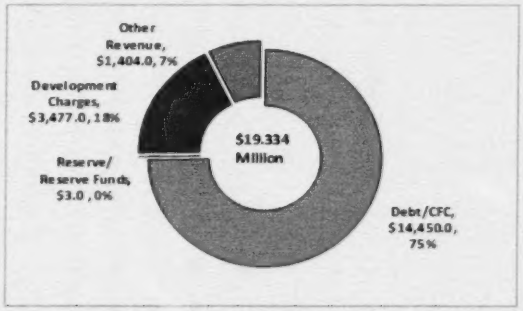
- The replacement value of Toronto Public Library assets is estimated at $830.095 million and includes 99 branches (100 in 2015) and two service buildings. Total square footage of the assets is approximately 2,003,724 of which 1,899,165 is owned by TPL.
- TPL's backlog is valued at $44.236 million in 2014, will reduce in 2015 to $43.038 million and then will steadily climb to reach $128.663 million by the end of 2024. The backlog will increase from 5.2% as a percentage of asset value in 2015 to 14.7% in 2024.
- The 10-Year Capital Plan dedicates $202.836 million to SOGR spending over 10-Year Capital Plan, which on average is $20.284 million annually.
- A new comprehensive property condition assessment (PCA) was done in 2014, which included accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA), and the results show more SOGR funding requirements over the next 10 years than identified previously to address an aging facilities infrastructure, the majority of which was constructed 40 to 50 years ago.
  - TPL has analyzed and prioritized the PCA results to address critical SOGR and AODA requirements within the 10-Year Capital Plan.
- The smaller scale SOGR projects in many branches are addressed through the *Multi-Branch Renovation Program* project to extend the operating life until major renovations can be funded. The 10-Year Capital Plan allocates an average funding of $3.686 million per year for small scale renovations across various branches.

There is no state of good repair backlog for information technology assets. TPL's owned assets are replaced on an on-going basis through the Technology Asset Management Program (TAMP), which uses life cycle replacement as the basis for its planned expenditures.

2015 Capital Budget by Project Category (in $Millions)



.2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $19.334 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *State of Good Repair (SOGR) ($17.430 million, 90%)*
  - Funding is to address the renewal needs of existing aging and deteriorating branch infrastructure through major branch renovations such as the *Albion District Library* and on-going SOGR programs.
- *Service Improvements ($0.003 million)*
  - Funding is for the delivery of *Pan Am Games Showcase–Spectator Jam*
- *Growth ($1.901 million, 10%)*

  Funding in 2015 is for initiatives that address the service demands for library use and materials in new and expanding communities and includes the new Scarborough Civic Centre branch

The 2015 Capital Budget is financed primarily by:

- *Debt ($14.450 million, 75%)*
  - Debt funding meets the debt target set for this Program in 2015.
- *Development Charges ($3.477 million, 18%)*
  - DC funding has been maximized in 2015 based on the eligible growth component of capital projects and will be used to fund the *Bayview* and *St. Clair/Silverthorn* branch renovations as well as ongoing renewal programs.
- *Other Revenues ($1.404 million, 7%)*
  - Section 37 funding of $0.026 million will be used to fund the *Multi-Branch Renovations Program* and $1.378 million from operating will be transferred to capital for the replacement of technology assets.
- *Reserve Funds ($0.003 million)*
  - The Major Special Events Reserve Fund will fund the *Pan Am Games Program*.

Toronto Parking Authority

2015 Operating Budget Highlights

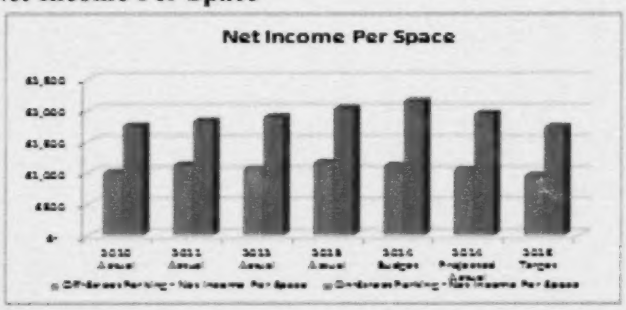
The total cost to deliver this service in 2015 is 81.984 million that will generate revenue of $134 229 million as shown below

(in $000's)	2014 Approved Budget	2015 Budget	Change	
			$	%
Gross Expenditures	76,106.0	81,983.8	5,877.8	7.7%
Gross Revenues	138,435.8	134,229.4	(4,206.4)	(3.0%)
Net Expenditures	**(62,329.8)**	**(52,245.7)**	**(10,084.1)**	**16.2%**

Moving into this year budget, Toronto Parking Authority was facing a net pressure of $9.204 million, due to inflationary cost increases, as well as a loss of parking revenues. Through on-going operational efficiencies and increased revenue from managed lots, Toronto Parking Authority was able to partially offset initial gross pressure to $7.568 million net, reflecting a 12.1% net increase. The remaining pressure of $2.517 million or 4.1% will fund enhanced mobile phone payment program and signage, and pay and display machine refurbishment.

Trends:

Net Income Per Space



2015 Operating Budget Overview

The Toronto Parking Authority (TPA) exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system. It also manages the Bike Share Program.

Fast Facts

- 22,800 off-street spaces in over 200 facilities.
- 19,500 on-street spaces.
- Over 17,000 spaces operated for third parties, including TTC and Parks, Forestry and Recreation and TCHC.
- The Bike Share system fleet has approximately 1,000 bicycles and 80 docking stations

- 2010 through 2013 have seen increase in net income per space for both **off-street** and **on-street** parking.
- Since 2014 net income per space in both services is on a downward trend, as parking revenues are on decline, mainly due to on-going road construction activities and other road uses, as well as closures of certain carparks.

2014 Key Service Accomplishments

- Successfully operated the largest municipal parking supply in North America that includes 22,800 off-street and 19,500 on-street parking spaces.
- Addressed off-street parking shortfalls by opening four new *off-street* carparks with 126 spaces.
- Completed an automated work order system for reporting and tracking of maintenance activities.
- Achieved Payment Card Industry (PCI) compliance
- Continued to remain 100% self-sustaining through user fees from off-street and on-street parking facilities and other sources, such as the selling of air rights, with no reliance on the municipal property tax base.

Our Service Deliverables for 2015

The 2015 Operating Budget for Toronto Parking Authority of $81.984 million gross provides funding for:

On-Street Parking:

- Managing an estimated 19,500 on-street spaces controlled by pay-and-display machines and meters.
- Continuing to improve customer service by providing alternative payment options and services at lower costs through environmentally friendly technology (solar power) and automation.

Off-Street Parking:

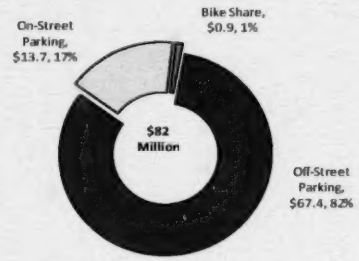
- Maintaining approximately 22,800 off-street spaces, which include 12 attended lots, 13 fully automated garages, and 180 unattended lots.
- Continuing to operate, on behalf of the Toronto Transit Commission, roughly 14,000 spaces at their park-and-ride facilities and parking lots.
- Continuing to manage for the Parks, Forestry and Recreation Program, parking facilities along the waterfront and other areas in the City, as well as for the Toronto Community Housing Corporation, additional 3,100 spaces, some of them operated on a seasonal basis.

Bike Share:

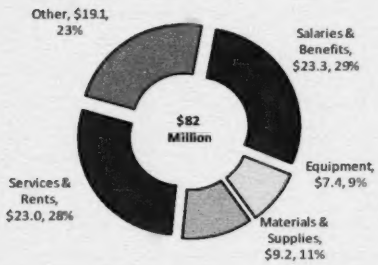
- Managing the Toronto Bike Share Program which has 1,000 bicycles utilizing 80 stations throughout the City.

Where the money goes:

2015 Budget by Service
$81.984 Million

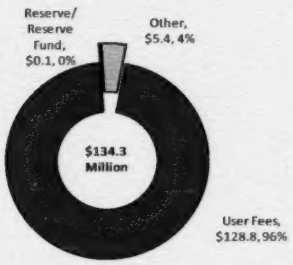


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- Maintaining historic profit margins in the face of rising land and development costs.
  - ✓ The 2015 Budget reflects savings of $0.193 million based on a detailed review of operating expenses.
- Innovative and efficient expansion of Services by utilizing new technologies.
  - ✓ The 2015 Budget allocates funding for development of a mobile phone payment program allowing for the use of cell phone/smart phone/tablet based technologies.
- Decline in parking revenues due to on-going City wide road construction, various special events and closure of off-street carparks.
  - ✓ Toronto Parking Authority continues to collaborate with other City programs in order to minimize negative impact on both, on-street and off-street parking revenues through coordination and information sharing.

2015 Operating Budget Highlights

- Continue to manage, operate and maintain estimated 19,500 on-street, 38,500 off street parking spaces (including approximately 17,000 for third parties), and the Bike Share Program with a fleet of 1,000 bicycles locked in 80 docking stations.
- Maintain Payment Card Industry (PCI) compliance.
- Replace paper based monthly permit system with a digital system and provide enhanced customer self-serve payment and renewal options.
- Continue to maximize/leverage land values through joint development with private sector.

Program Map

Toronto Parking Authority

The Toronto Parking Authority exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system.

On-Street Parking

Purpose:
To provide safe, attractive, clean, convenient, well-maintained, affordable on- street parking in support of the continued prosperity of the City's communities.

The Authority manages an estimated 19,500 on-street spaces controlled by the highly successful and profitable pay-and-display environmentally friendly technology or single spaced meters.

Off-Street Parking

Purpose:
To provide safe, attractive, clean, convenient, well-maintained, affordable off - street parking in support of the continued prosperity of the City's communities.

The Authority manages:

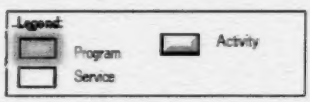
- Approximately 21,800 off-street spaces, which include 12 attended lots, 13 fully automated garages and 180 unattended lots.
- Roughly 13,600 spaces at the Toronto Transit Commission (TTC) park-and-ride facilities.
- Over 2,000 spaces for the Parks, Forestry and Recreation Program along the waterfront and other areas of the City.

Bike Share Program

Purpose:
To provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

The Authority manages:

- 1,000 bicycles
- 80 docking stations



Service Customer

On-Street Parking

- Local Business Customers
- People on Personal Business
- People on Business
- Short Stay Customers

Off-Street Parking

- Local Business Customers
- People on Personal Business
- People on Business
- Longer Stay Customers
- Residential

Table 1
2015 Operating Budget and Plan by Service

(In $000s)	2014 Approved Budget	2014 Actuals	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes $	2015 vs. 2014 Budget Approved Changes %	Incremental Change 2016 and 2017 Plan 2016 $	2016 %	2017 $	2017 %
By Service	$	$	$	$	$	$	%	$	%	$	%
Off-Street Parking											
Gross Expenditures	64,605.6	64,392.9	66,909.3	482.1	67,391.5	2,785.9	4.3%	1,159.7	1.7%	605.0	0.9%
Revenue	85,261.1	84,951.4	84,918.0		84,918.0	(343.1)	(0.4%)				
Net Expenditures	(20,655.5)	(20,558.5)	(18,008.7)	482.1	(17,526.5)	3,129.0	(15.1%)	1,159.7	(6.6%)	605.0	(3.6%)
On-Street Parking											
Gross Expenditures	11,500.4	11,318.6	11,644.8	2,034.4	13,679.2	2,178.8	18.9%	(725.0)	(5.3%)	(1,065.4)	(8.4%)
Revenue	53,174.7	49,012.0	48,398.3		48,398.3	(4,776.4)	(9.0%)				
Net Expenditures	(41,674.3)	(37,693.4)	(36,753.6)	2,034.4	(34,719.2)	6,955.2	(16.7%)	(725.0)	2.1%	(1,065.4)	3.0%
Bike Share											
Gross Expenditures			913.1		913.1	913.1					
Revenue			913.1		913.1	913.1					
Net Expenditures											
Total											
Gross Expenditures	76,106.0	75,711.5	79,467.2	2,516.5	81,983.8	5,877.8	7.7%	434.7	0.5%	(460.4)	(0.6%)
Revenue	138,435.8	133,963.4	134,229.4		134,229.4	(4,206.4)	(3.0%)				
Total Net Expenditures	(62,329.8)	(58,251.9)	(54,762.2)	2,516.5	(52,245.7)	10,084.1	(16.2%)	434.7	(0.8%)	(460.4)	0.9%
Approved Positions	297.4	297.4	299.4		299.4	2.0	0.7%				

The 2015 Operating Budget for Toronto Parking Authority is $81.984 million gross and ($52.246) million in net revenue. The net revenue budget decreased by $10.084 million or 16.2% due to the following:

- In November 2013, City Council authorized the transfer of BIXI Toronto assets to Toronto Parking Authority for the purpose of continuing the Bike Share program. Additional costs of $913.1 million gross reflect the system operating costs, which will be fully offset by sponsorship revenues and reserve fund contributions, resulting in a $0 net cost to Toronto Parking Authority.
- Base pressures, which are consistently experienced by the two services, *Off-street and On-Street Parking*, are mostly attributable to inflationary increases in salaries and benefits ($0.821 million), and materials and supplies and contracted services ($0.760 million). Additional costs of $1.542 million are required to deliver *Off-Street Parking Service*, and are primarily for utility costs at parking facilities and services and rents. *On-Street Parking Service* incurred additional increases in costs of services of $0.161 million.
- In addition to higher expenditures, the Toronto Parking Authority's base revenue budget declined in both, *Off-Street and On-Street* parking services, mostly due to closures of *off-street* parking facilities ($1.941 million) and on-going construction and other road uses impacting *on-street* parking capacity ($4.929 million).
- These pressures were partially offset through reduction options consisting of base expenditure savings resulting from a review of actual expenditures in both *Off-Street* and *On-Street* Parking services ($0.193 million), and increased revenues from new *Off-Street* parking facilities and managed lots ($1.444 million).
- The 2015 Operating Budget includes new funding of $2.516 million net for an *off-street* mobile phone payment program ($0.324 million), *on-street* parking signage ($0.850 million), as well as refurbishment of Pay and Display parking machines, both *on-street and off-street* ($1.343 million).
- The 2016 and 2017 Plans reflect annualized impact of the above enhanced services recommended for 2015, and anticipated inflationary and other increases of non-labor related costs, including

depreciation. Inflationary pressures for salaries and benefits are included in 2016 only, since 2017 is a collective barging year for unionized employees.

- In order to maintain the City's revenue share in 2015 at the 2014 levels, Toronto Parking Authority will provide a one-time revenue contribution to the City in 2015 of $7.643 million.
- Sustainability of the Toronto Parking Authority revenues represents a factor that may negatively impact the City's Tax Supported Budget beyond 2015. The TPA, with support from the City will develop strategies and review/adjust policies that would not only prevent any further revenue losses, but enable Toronto Parking Authority to restore its revenues to pre-2015 levels.

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced				Total Service Changes			Incremental Change			
	Off-Street Parking		On-Street Parking		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
IT Expense for Mobile Phone Payment Program	323.9	323.9			323.9	323.9		6.8		6.9	
Pay & Display Refurbishment Program	158.3	158.3	1,184.4	1,184.4	1,342.7	1,342.7		42.6		(1,257.4)	
Mobile Phone Payment Signage			850.0	850.0	850.0	850.0		(850.0)			
Sub-Total	482.1	482.1	2,034.4	2,034.4	2,516.5	2,516.5		(800.6)		(1,250.4)	
New Service Priorities											
(a) New Services											
(b) New Fees											
Sub-Total											
Total	482.1	482.1	2,034.4	2,034.4	2,516.5	2,516.5		(800.6)		(1,250.4)	

Enhanced Service Priorities ($2.516 million gross & $2.516 million net)

IT Expense for Mobile Phone Payment Program

- Based on a pilot project implemented in 2014, Toronto Parking Authority will be launching a mobile phone payment program. This initiative will allow Toronto Parking Authority's customers to pay for their off-street (Green P) parking using their mobile phone while being away from their vehicle. Other capabilities are expected to include other payment/pre-payment options such as a Green P reward and gift cards. Development of the application will take place in 2015.

Pay & Display Refurbishment Program

- The refurbishment program represent a rebuild of existing on and off street pay & display parking machines including all internal components, harness and seals. The program will span over a three year period (2015-2017).

Mobile Phone Payment Signage

- New on-street signage will be installed to reflect the implementation of the Mobile Phone Payment program. These signs will display zone ID's and inform customers that the mobile phone payment is available.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expenditure	% Change	# Positions	Gross Expense	Revenue	Net Expenditure	% Change	# Positions
Known Impacts:										
COLA and Fringe Benefits	407.4		407.4	0.5%				-		
Annualization	(800.6)		(800.6)	(1.0%)		(1,250.4)		(1,250.4)	(1.6%)	
Sub-Total	(393.2)		(393.2)	(0.5%)		(1,250.4)		(1,250.4)	(1.6%)	
Anticipated Impacts:										
Inflationary Increases - Non-Labour	125.9		125.9	0.2%		78.1		78.1	0.1%	
Depreciation Expense	702.0		702.0	0.9%		712.0		712.0	0.9%	
Sub-Total	827.9		827.9	1.0%		790.1		790.1	1.0%	
Total Incremental Impact	434.7		434.7	0.5%		(460.7)		(460.7)	(0.6%)	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Salary and benefit costs increases will result in a pressure of $0.407 million net in 2016. No incremental costs are anticipated for 2017, as this is a collective bargaining year for Toronto Parking Authority's unionized employees.
- Annualized impact of recommended enhanced services will result in future cost decreases. The Mobile Phone Payment Signage enhancements represent one-time costs that will be reversed in 2016, therefore fully offsetting labor related inflationary pressure in that year. In 2017, there will be a further cost decrease due to the P&D Refurbishment Program contract nearing completion.

Anticipated Impacts

- Future year increases for non-labor related costs are based on the past historical experience and determined as an overall percentage of those expenses. They account for $0.126 million and $0.078 million in a net pressure in 2016 and 2017 respectively.
- Higher depreciation costs are anticipated for both 2016 and 2017, based on planned capital asset and equipment additions.

2015 Budget by Service: Off-Street Parking

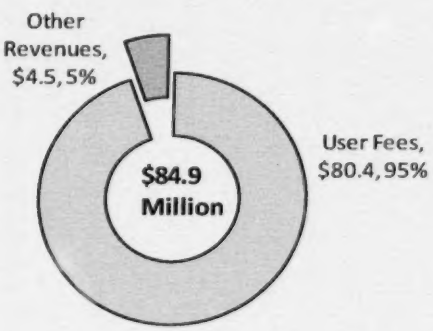
Off-Street Parking

What We Do

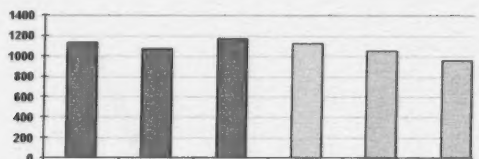
- Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities.

2015 Service Budget by Activity ($Millions)

Service by Funding Source ($Millions)



Off-Street Parking – Net Income Per Space



	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2014 Projected Actual	2015 Target
Off-Street Parking - Net Income Per Space	$1,129	$1,065	$1,167	$1,118	$1,052	$960

- Starting in 2014 net income per space is on a decline.
- The ability to maintain historical off-street profit margins is becoming more difficult as operating costs continue to grow.
- In addition, parking revenues are on a downward trend due to closure of carparks for maintenance and to accommodate other City's development priorities.

2015 Service Levels

Off-Street Parking

Activity	Sub-Activity	Approved Servie Levels				
		2011	2012	2013	2014	2015
Off-Street Parking	Surface Car Parks	80%-90% occupancy of available spaces in established areas			80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas
	Parking Garages	80%-90% occupancy of available spaces in established areas			80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
		Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Off-Street Parking	64,605.6	67,051.0	(141.7)	66,909.3	2,303.7	3.6%	482.1	**67,391.5**	2,785.9	4.3%	1,159.7	1.7%	605.0	0.9%
Total Gross Exp.	64,605.6	67,051.0	(141.7)	66,909.3	2,303.7	3.6%	482.1	**67,391.5**	2,785.9	4.3%	1,159.7	1.7%	605.0	0.9%
REVENUE														
Off-Street Parking	85,261.1	83,474.0	1,444.0	84,918.0	(343.1)	(0.4%)		**84,918.0**	(343.1)	(0.4%)				
Total Revenues	85,261.1	83,474.0	1,444.0	84,918.0	(343.1)	(0.4%)		**84,918.0**	(343.1)	(0.4%)				
NET EXP.														
Off-Street Parking	(20,655.5)	(16,423.0)	(1,585.7)	(18,008.7)	2,646.8	(12.8%)	482.1	**(17,526.5)**	3,129.0	(15.1%)	1,159.7	(6.6%)	605.0	(3.7%)
Total Net Exp.	(20,655.5)	(16,423.0)	(1,585.7)	(18,008.7)	2,646.8	(12.8%)	482.1	**(17,526.5)**	3,129.0	(15.1%)	1,159.7	(6.6%)	605.0	(3.8%)
Approved Positions	261.8	264.4		264.4	2.6	1.0%		**264.4**						

The 2015 Operating Budget for Off-Street Parking of $67.391 million gross and ($84.918) million in net revenue is $3.129 million or 15.1% above the 2014 Approved Net Budget.

The ***Off-Street Parking Service*** provides approximately 22,800 safe, attractive, clean, convenient, well-maintained, affordable off-street parking spaces in support of the continued prosperity of the City's communities. It also manages parking facilities with about 17,000 parking spaces for other City programs such as TTC, TCHC and Parks, Forestry and Recreation.

- The base pressures are primarily attributable to:
  - Salary and benefit increases for cost of living increases and progression pay ($0.501 million). 2.0 positions are also added to coordinate off-street construction and maintenance and administer technology projects ($0.127 million).
  - Inflationary pressures for materials and supplies, and both contracted and in-house provided maintenance services ($0.947 million,) as well as higher utility (light, heat and water) usage at parking lots ($0.456 million).
  - Estimated revenue losses from closure of parking facilities required to accommodate other City development initiatives (1.753 million).

- The base budget pressures have been partially offset by expenditure reductions indentified by line-by-line reviews of actual costs ($0.142 million), and estimated revenue increases from management fees and other revenues ($0.325 million) and opening of 4 new parking lots with 254 spaces ($1.119 million).
- The 2015 Operating Budget for Off-Street Parking includes new funding for refurbishment of pay and display machines ($0.158 million) and Mobile Phone Payment Program implementation ($0.323 million).
- A decrease in net revenues of $3.129 million experienced by this service will result in a reduced contribution to the City compared to 2014 levels.

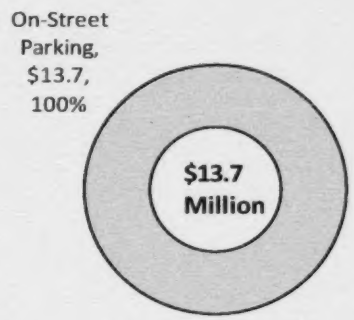
2015 Budget by Service: On-Street Parking

On-Street Parking

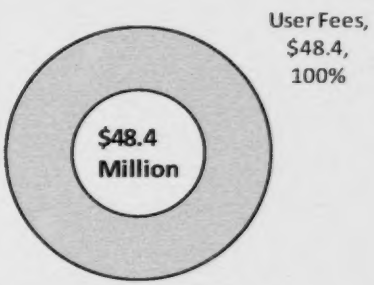
What We Do

- Provide safe, attractive, clean, convenient, well-maintained, affordable on-street parking in support of the continued prosperity of the City's communities.

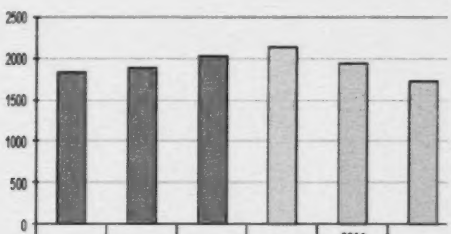
2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)



On-Street Parking – Net Income per Space



	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2014 Projected Actual	2015 Targ
On-Street Parking - Net Income Per Space	$1,829	$1,895	$2,026	$2,148	$1,946	$1,733

- Net income per on-street parking space has grown since 2009. However, since 2014 revenues are on decline, as a result of other road uses and on-going road construction activities.
- The continued utilization of new technologies is expected to return a greater income per parking space in the future.

2015 Service Levels

On-Street Parking

Activity	Sub-Activity	Approved Servie Levels				
		2011	2012	2013	2014	2015
On-Street Parking		80%-90% occupancy of available spaces in established areas			80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

2015 Service Budget by Activity

($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
On-Street Parking	11,500.4	11,695.9	(51.1)	11,644.8	144.4	1.3%	2,034.4	13,679.2	2,178.8	18.9%	(725.0)	-5.3%	(1,065.4)	(8.2%)
Total Gross Exp.	11,500.4	11,695.9	(51.1)	11,644.8	144.4	1.3%	2,034.4	13,679.2	2,178.8	18.9%	(725.0)	-5.3%	(1,065.4)	(9.0%)
REVENUE														
On-Street Parking	53,174.7	48,398.3		48,398.3	(4,776.4)	(9.0%)		48,398.3	(4,776.4)	(9.0%)		0.0%		
Total Revenues	53,174.7	48,398.3		48,398.3	(4,776.4)	(9.0%)		48,398.3	(4,776.4)	(9.0%)		0.0%		
NET EXP.														
On-Street Parking	(41,674.3)	(36,702.4)	(51.1)	(36,753.6)	4,920.7	(11.8%)	2,034.4	(34,719.2)	6,955.2	(16.7%)	(725.0)	2.1%	(1,065.4)	3.0%
Total Net Exp.	(41,674.3)	(36,702.4)	(51.1)	(36,753.6)	4,920.7	(11.8%)	2,034.4	(34,719.2)	6,955.2	(16.7%)	(725.0)	2.1%	(1,065.4)	2.9%
Approved Positions	35.6	35.0		35.0	(0.6)	(1.7%)		35.0	(0.6)	(1.7%)		0.0%		

The 2015 Operating Budget for On-Street Parking of $13.679 million gross and ($48.398) million in net revenue is $6.955 million or 16.7% below the 2014 Approved Net Budget.

The ***On-Street Parking Service*** provide approximately 19,500 safe, attractive, clean, convenient, well-maintained, affordable on-street parking in support of the continued prosperity of the City's communities.

- The base pressures are primarily attributable to salary and benefit increases for cost of living increases and progression pay (0.132 million), inflationary pressures for materials and supplies and services ($0.244 million) as well as higher communication charges for Pay & Display system ($0.151 million).
- This service also experienced revenue losses due to on-going City wide construction as well as other road uses such as filming, street events and introduction of bike lanes ($4.264 million). Other City initiatives such as the implementation of the Downtown Traffic Operations Study and the Eglinton Crosstown LRT resulted in a further reduction of on-street parking revenues ($0.524 million).
- The base budget pressures have been partially offset through reductions indentified in line-by-line reviews of actual costs ($0.051 million).
- The 2015 Operating Budget for On-Street Parking includes a new funding for refurbishment of pay and display machines ($1.184 million) and Mobile Phone Payment Signage implementation ($0.850million).

A decrease in net revenues of $6.955 million experienced by this service will result in a reduced contribution to the City compared to 2014 levels.

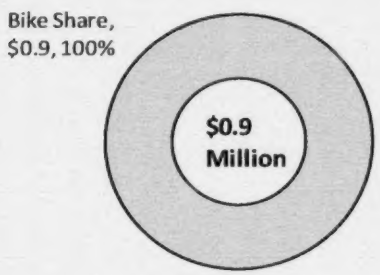
2015 Budget by Service: Bike-Share Program

Bike Share Program

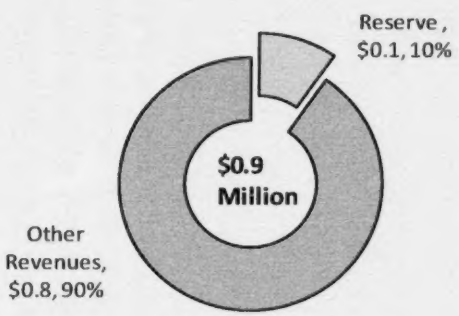
What We Do

- Provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

2015 Service Budget by Activity ($Millions)



Service by Funding Source ($Millions)



Service Levels

The Toronto Parking Authority is in a process of establishing appropriate service level standards for the Bike Share Program. It is anticipated that they will be provided in time for consideration with the 2016 Operating Budget process

2015 Service Budget by Activity

	2014	2015 Operating Budget								Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	Change	New/ Enhanced	2015 Rec'd Budget	2015 Budget vs. 2014 Budget	2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.													
Bike Share		913.1		913.1	913.1			**913.1**	913.1				
Total Gross Exp.		913.1		913.1	913.1			**913.1**	913.1				
REVENUE													
Bike Share		913.1		913.1	913.1			**913.1**	913.1				
Total Revenues		913.1		913.1	913.1			**913.1**	913.1				
NET EXP.													
Bike Share													
Total Net Exp.	N/A	0.0		0.0	0.0	N/A		0.0	0.0	N/A			
Approved Positions													

The 2015 Operating Base Budget for the Bike Share Program is $0.913 million gross and $0 net.

The ***Bike Share Service*** provides convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis. It has a fleet of approximately 1,000 bicycles locked into 80 stations. This service was transferred to Toronto Parking Authority at the end of 2013. At the time, City Council also established a Bike Share Program reserve to fund the interim and transitions costs. No further adjustments were made to the 2014 Operating Budget for Toronto Parking Authority.

- The 2015 Recommended Operating Budget includes a gross expenditure of $0.913 million for monthly payments to the selected third-party operator, as well as other administration and management costs incurred by the Toronto Parking Authority.
- These expenses will be fully recovered from sponsorship and other revenues, resulting in a $0 net cost for this service.
- The 2015 Operating Budget does not include any funding for further expansion of this service. Any further plans will be developed after the current Bike Share Program stabilizes and funding requirements will be identified during the 2016 and future year budget processes.

Toronto Parking Authority

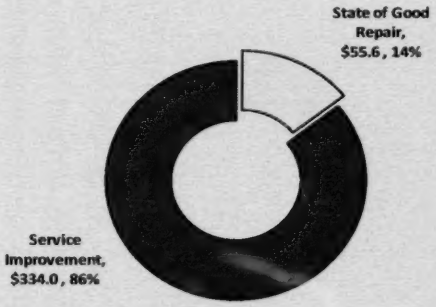
2015 – 2024 Capital Budget and Plan Overview

The Toronto Parking Authority manages an estimated 19,500 on-street parking spaces controlled by environmentally friendly pay-and-display technology or single spaced meters. It also maintains approximately 22,800 off-street spaces, which include 12 attended lots, 13 fully automated garages, and 180 unattended lots. The Bike Share system with a fleet of approximately 1,000 bicycles that are locked into a network of 80 docking stations, was transferred to the Authority at the end of 2013. The total estimated replacement value of the Toronto Parking Authority assets is $655.596 million.

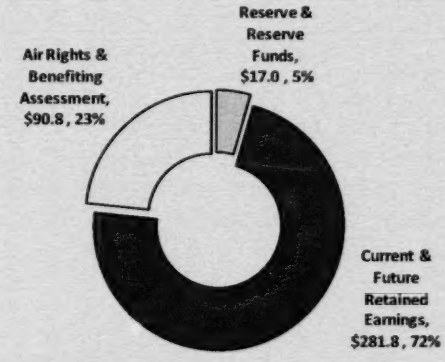
The 10-Year Capital Plan of $389.604 million balances infrastructure renewal needs and service improvement projects to meet the forecasted increase in demand for off-street parking, while minimizing service interruptions and revenue losses. The Authority's strategic priorities include continued improvements to customer service through innovative solutions, efficient expansion of services via joint partnership with the private sector, and utilization of new technologies to reduce operating costs..

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Completed numerous state of good repair and health & safety projects, such as:
  - Repaving of surface carparks 49, 87, 149 and 663.
  - Lighting upgrades at Carparks 34, 52, 171 and 178.
  - Fire alarm upgrade at Carpark 52.
  - Painting at Carpark 36.
  - Ramp Heating Repairs at Carpark 157.
  - Waterproofing and concrete repairs at Carparks 26 and 36.
- Addressed off-street parking shortfalls by opening three new surface carparks:
  - Carpark 267 – 70 Distillery Lane
  - Carpark 272 – 775 King St. West
  - Carpark 274 – 110 Bloor West
  - Carpark 534 – 15 Marine Parade Drive
- Continued expansion of the highly successful pay-and-display technology for on-street parking.
- Acquired 2 new parcels of land for future development and initiated a number of projects in conjunction with private developers to sell air rights and/or acquire interest in parking.

Key Challenges & Priority Actions

Short-Term Parking Shortfalls - The main challenge for the Toronto Parking Authority is to satisfy short-term parking needs while land and development costs continuously rise.

Availability and Negotiation of Sites - The unavailability of appropriate sites, delays due to on-going negotiations for identified sites and time lags implicit in joint venture arrangements are frequently impacting Toronto Parking Authority's capacity to complete capital projects as planned.

- ✓ In order to leverage land values, Toronto Parking Authority actively pursues joint development opportunities with private sector. The 2015-2024 Capital Budget and Plan includes 12 joint venture projects intended to expand service and intensify land use.

The Bike Share Expansion – allowing for expansion of service area of the Bike Share Program that is now operated by the Toronto Parking Authority.

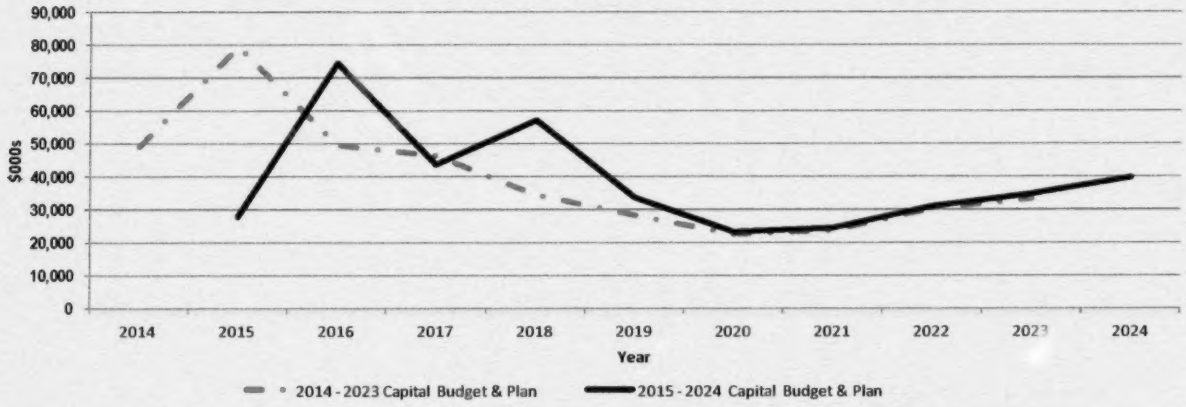
- ✓ Innovative approaches to bring this program on a stable financial footing are being explored by the Authority

2015 Capital Budget Highlights

The 2015 Capital Budget for the Toronto Parking Authority of $47.725 million, including carry forward funding, will provide funding to:

- Begin development on several carparks including Carpark 49 at Roehampton ($8.000 million).
- Continue installation of pay-and-display units and greening of carparks with funding of $0.436 million and $1.470 million respectively.
- Complete structural maintenance and technical upgrades of on-street and off-street parking facilities at various locations across the City with $4.630 million in funding, including:
  - ✓ Sprinkler and fire alarm replacements at Carpark 150 ($0.900 million);
  - ✓ Lighting upgrades ($0.390 million);
  - ✓ Elevator modernization and upgrades ($1.250 million); and
  - ✓ Painting and signage upgrades ($0.640 million).
- Complete the redevelopment of the Forest Hill parking facility ($0.750 million).

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In $000s)



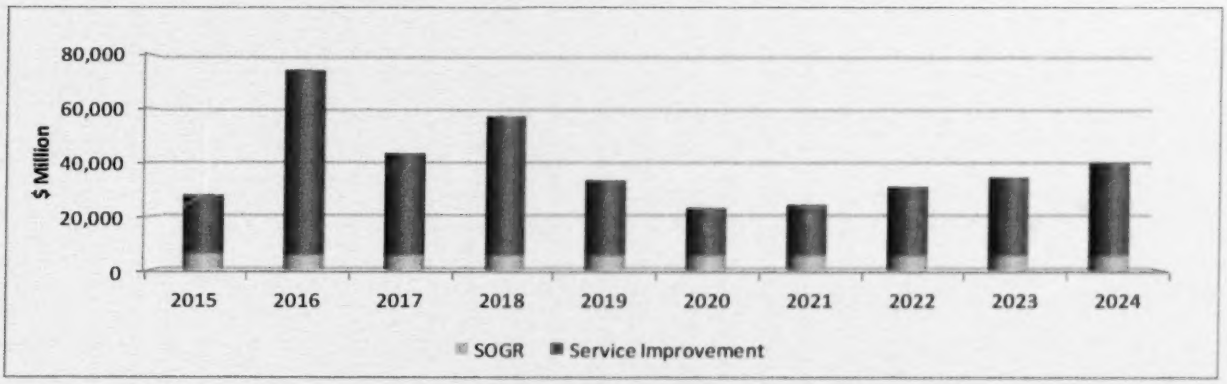
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	49,001	79,421	49,260	46,235	34,312	28,039	22,568	23,597	30,127	33,159		395,719
2015 - 2024 Capital Budget & Plan		27,928	74,447	43,485	57,312	33,439	23,068	24,297	31,027	34,659	39,942	389,604
Change %		-64.8%	51.1%	-5.9%	67.0%	19.3%	2.2%	3.0%	3.0%	4.5%		-1.5%
Change $		-51,493	25,187	-2,750	23,000	5,400	500	700	900	1,500		-6,115

Table 1

Summary of Capital Projects by Category (In $000s)

	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
State of Good Repair												
Structural Maintenance & Technology Green Plus	6,100	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	55,600	
Sub-Total	**6,100**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**55,600**	
Service Improvements												
Harbourfront									4,500		4,500	4,500
Expanded Facilities - Bloor St West			2,500								2,500	2,500
King/Spadina Re-investment Area										12,500	12,500	12,500
Harbord - Spadina to Major								2,000			2,000	2,000
Queen St West (Spadina to Bellwoods)										2,250	2,250	2,250
Davisville/ Yonge		3,000									3,000	3,000
Cabbagetown							2,400				2,400	2,400
Kingston Road - West of Victoria Park (YMCA)			2,400								2,400	2,400
Queen East - Kippendavie to Lee							3,000				3,000	3,000
Avenue Rd & Davenport						2,500					2,500	2,500
St. Clair/ Oakwood									2,000		2,000	2,000
North York Centre - South								4,000			4,000	4,000
Rosedale/Woodlawn					3,500						3,500	3,500
Bay/ Lakeshore (Downtown Fringe - South) Spadina/ Dundas							10,000				10,000	10,000
King/ E. of Spadina - Revitalization								6,000			6,000	6,000
St. Clair W - CP 41 (7 Norton) Corso Italia					10,900						10,900	10,900
Redevelopment of Carpark 12 - JV				9,300							9,300	9,300
Financial District East (Queen and Jarvis)									10,000		10,000	10,000
St. Lawrence Market North		14,500									14,500	14,500
Gerrard St East (Broadview/Coxwell)										2,000	2,000	2,000
Forest Hill Village	750										750	750
Spadina/ Bloor								4,000			4,000	4,000
College/Dovercourt								2,000			2,000	2,000
Roncesvalles North										2,000	2,000	2,000
30 Roehampton CP 49	8,000										8,000	8,000
Pay & Display Upgrade	436	460	485	512	539	568	597	627	659	692	5,575	5,575
New Carpark Provisions									5,000	5,000	10,000	10,000
Queen/ Soho	300	10,500									10,800	10,800
CP15 Redevelopment (JV)	1,000			32,000							33,000	33,000
Chinahouse (CP 655)	100	9,800									9,900	9,900
Redevelopment of CP 5 (JV)					5,500						5,500	5,500
Redevelopment of CP 412 (JV)					4,000						4,000	4,000
Redevelopment of CP 224 (JV)				8,000							8,000	8,000
Little Italy					3,500						3,500	3,500
1601 St. Clair Ave. West	1,000										1,000	1,000
Dundas/Dovercourt - (1113 Dundas)		8,600									8,600	8,600
Yonge, S. of Eglinton									7,000		7,000	7,000
Redevelopment of CP 217 (JV)			10,600								10,600	10,600
Greektown (Danforth East)								4,000			4,000	4,000
CP 168 Expansion				2,000							2,000	2,000
Yonge/ York Mills						14,500					14,500	14,500
242 Danforth, E. of Broadview (CP 78 Expansion)							2,800				2,800	2,800
Ryerson/ Metropolitan		13,500									13,500	13,500
Nesbitt Lodge CP 17		2,100									2,100	2,100
Leslieville (Queen, E. of Carlaw/ Coxwell)								2,900			2,900	2,900
CP 1 - Addition of 2 Levels	300	2,000									2,300	2,300
Oakwood, W.of Eglinton (Redevelopment of CP 664)		445									445	445
2204-2212 Eglinton W (CP673)	500										500	500
Carpark Provision 2015	5,000										5,000	5,000
Bloor & Dundas (Lithuanian House)	2,900										2,900	2,900
P&D 3G Modem & Emulation Board	1,542	1,542									3,084	3,084
826 ,833, 835 St.Clair West			2,900								2,900	2,900
Metropolitan			12,500								12,500	12,500
Bloor/Bathurst										10,000	10,000	10,000
Spadina/Montclair Garage		2,500									2,500	2,500
11 Wellesley			6,600								6,600	6,600
Sub-Total	**21,828**	**68,947**	**37,985**	**51,812**	**27,939**	**17,568**	**18,797**	**25,527**	**29,159**	**34,442**	**334,004**	**334,004**
Total Expenditures by Category	**27,928**	**74,447**	**43,485**	**57,312**	**33,439**	**23,068**	**24,297**	**31,027**	**34,659**	**39,942**	**389,604**	**334,004**

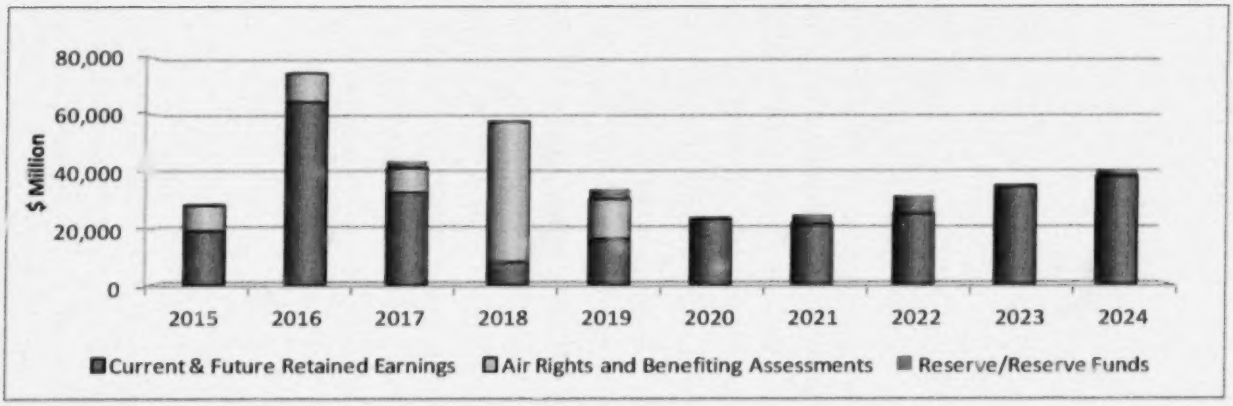
Chart 2
2015 – 2024 Capital Plan by Project Category (In $000s)



The 10-Year Capital Plan for Toronto Parking Authority of $389.604 million predominately provides funding for Service Improvement projects, which represent 86% or $334.004 million of total funding over the 10-year period.

- Service Improvement projects involve expansion and redevelopment of existing parking facilities and infrastructure. Funding for these projects varies from year to year based on redevelopment opportunities.
  - Capital expenditures are primarily driven by the acquisition of properties as they become or are anticipated to become available for the development of new off-street parking facilities. This is reflected in 10-Year Capital Plan as the largest initiatives are planned for the first five years, more specifically for 2016, 2017 and 2018.
- State of Good Repair projects account for the remaining 14% of the total planned cash flow. The funding remains relatively stable over the 10 year capital planning period, averaging $5.560 million per year for annual maintenance of off-street and on-street parking facilities and related infrastructure.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $389.604 million will be financed by the following sources:

- Funding from current and future retained earnings, which represent $281.799 million or 72% of the required capital financing over the 10-year period.
  - This is the most significant funding source. It varies by year based on available use of other sources of funds. The Authority anticipates average annual funding from current and retained earnings of approximately $28.799 million over the 10-Year Capital Plan period.
- Air rights funding constitutes $90.805 million or 23% of the total 10-year capital financing.
  - This funding source is significant in the first half of the capital program as the majority of the joint venture redevelopment projects, most notably the redevelopment of Carpark 15 (Yorkville – Cumberland Garage) at a cost of $33.000 million and the redevelopment of Carpark 12 (30 Alvin Avenue) at $9.300 million, will take place during the first 5 years of the 10-Year Capital Plan.
- Funding from reserve funds amounts to the remaining $17.000 million or 5% of all capital financing over the 10-year period.
  - This funding source consists of future rental income from existing Toronto Parking Authority locations as well as new rental income that will be generated from new locations to be delivered as part of the 10-Year Capital Plan.

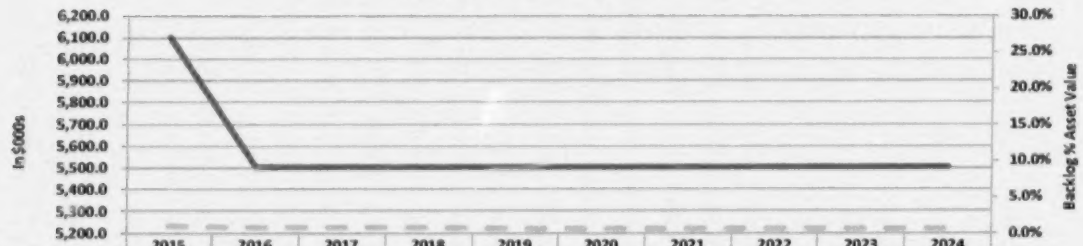
Table 2
Net Operating Impact Summary (In $000s)

Projects	2016 Plan $000s	2017 Plan $000s	2018 Plan $000s	2019 Plan $000s	2015-2019 $000s	2015 - 2024 $000s
New Projects 2015						
1601 St. Clair Ave. West	(50.0)				(50.0)	(50.0)
2204, 2212 Eglinton W. (CP 673)	(100.0)				(100.0)	(100.0)
Forest Hill Village (CP 164 Expansion)	(100.0)				(100.0)	(100.0)
Bloor/ Dundas (Lithuanian House)	(145.0)				(145.0)	(145.0)
Carpark Provisions (2015)	(250.0)				(250.0)	(250.0)
30 Roehampton (150 space garage)	(400.0)				(400.0)	(400.0)
Queen/ Soho		(525.0)			(525.0)	(525.0)
CP 1 - Addition of 2 Levels		(650.0)			(650.0)	(650.0)
Oakwood, W.of Eglinton (Redevelopment of CP 664)		(22.0)			(22.0)	(22.0)
New Projects - Future Years						
Nesbitt Lodge CP 17		(105.0)			(105.0)	(105.0)
1117 Dundas W/ Dovercourt CP 204		(490.0)			(490.0)	(490.0)
Davisville/ Yonge		(150.0)			(150.0)	(150.0)
Chinahouse (CP 655) 935 Eglinton Ave. East Garage		(565.0)			(565.0)	(565.0)
Ryerson		(675.0)			(675.0)	(675.0)
St. Lawrence Market North		(725.0)			(725.0)	(725.0)
Spadina/ Montclair Garage		(125.0)			(125.0)	(125.0)
Kingston Road - West of Victoria Park (YMCA)			(120.0)		(120.0)	(120.0)
Expanded Facilities - Bloor St West (Glendonwynne to Durie)			(125.0)		(125.0)	(125.0)
Redevelopment of CP 217			(778.0)		(778.0)	(778.0)
826, 833, 835 St. Clair W			(145.0)		(145.0)	(145.0)
11 Wellesley			(330.0)		(330.0)	(330.0)
Metropolitan			(625.0)		(625.0)	(625.0)
CP 168 Expansion				(100.0)	(100.0)	(100.0)
Redevelopment of CP 224				(400.0)	(400.0)	(400.0)
Redevelopment of Carpark 12 - JV (30 Alvin)				(465.0)	(465.0)	(465.0)
Little Italy						(175.0)
Rosedale/Woodlawn						(175.0)
St. Clair W - CP 41 (7 Norton) Corso Italia Garage						(614.0)
Redevelopment of CP 5 (Garage)						(275.0)
Redevelopment of CP 412						(200.0)
Avenue Rd & Davenport						(125.0)
Yonge/ York Mills (355 spaces)						(725.0)
Cabbagetown (51 Aberdeen)						(120.0)
242 Danforth, E. of Broadview (CP 78 Expansion)						(140.0)
Queen East - Kippendavie to Lee						(150.0)
Bay/ Lakeshore (Downtown Fringe - South)						(500.0)
Harbord - Spadina to Major (Garage)						(100.0)
College/Dovercourt						(100.0)
Leslieville (Queen, E. of Carlaw/ Coxwell)						(145.0)
North York Centre - South (Sheppard to Finch)						(200.0)
Spadina/ Bloor						(200.0)
Greektown (Danforth East)						(200.0)
King/ E. of Spadina - Revitalization SE Corner						(300.0)
St. Clair/ Oakwood						(100.0)
Harbourfront						(225.0)
New Carpark Provisions (Future)						(250.0)
Yonge, S. of Eglinton						(350.0)
Financial District East of University						(500.0)
Total (Net)	**(1,045.0)**	**(4,032.0)**	**(2,123.0)**	**(965.0)**	**(8,165.0)**	**(14,034.0)**

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $14.034 million over the 10-year time frame.

- Incremental operating revenue from user fees is generated in the year following completion of parking facilities, assuming that construction was completed by December 31st of the respective budget year. In assessing the financial viability of new carparks and surface lots, an annual 6% net rate of return has been used, based on the past net profit history.
- The Authority has not identified any new positions arising from new off-street parking facilities. New parking facilities and/or related infrastructure will not have parking attendants and will be primarily served by pay-and-display machines. Automation allows the carparks to operate on a 24 hours basis. Maintenance of new facilities will be provided by existing Toronto Parking Authority staff

Chart 4
SOGR Funding & Backlog (In $000s)

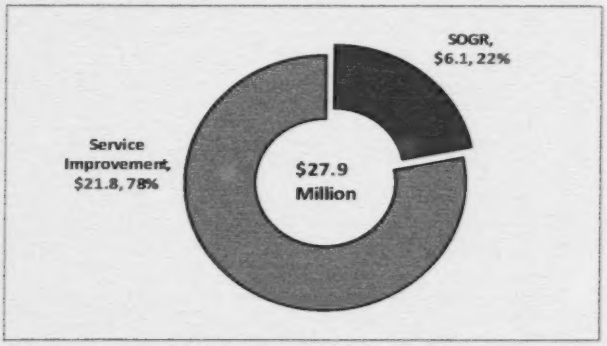


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding										
Accumulated Backlog Est.	6,100.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0
Backlog % of Asset Value	0.9%	0.8%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.6%	0.6%

The 10-Year Capital Plan dedicates $55.6 million to SOGR spending over the 10-Year Capital Plan. The Toronto Parking Authority does not have any state of good repair backlog.

- The Toronto Parking Authority has implemented a comprehensive state of good repair program for the maintenance of off-street and on-street parking facilities and related infrastructure. The average funding of $5.560 million annually is sufficient to prevent any future potential for a state of good repair backlog.

2015 Capital Budget by Project Category (in $Millions)

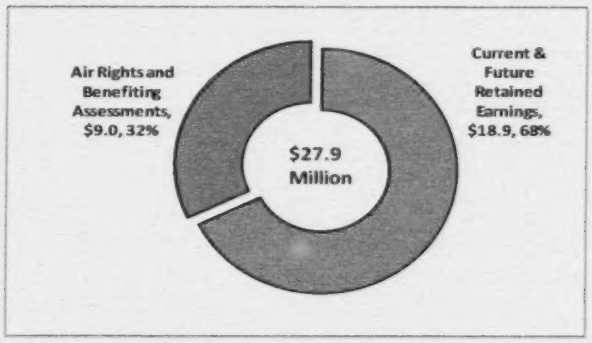


The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires new 2015 cash flow funding of $27.928 million.

The 2015 Capital Budget expenditures are allocated to the following project categories:

- *State of Good Repair (SOGR) ($6.100 million, 22%)*
  - SOGR funding is provided for electrical upgrades, lighting and signage upgrades, elevator replacement, pavement and painting, etc., at various carparks throughout the City.
- *Service Improvements ($21.828, 78%)*
  - These projects are intended to expand and / or redevelop existing parking facilities and infrastructure and usually involve the acquisition of properties. Examples include the redevelopment of various carparks such as Forest Hill Village Carpark and Carpark 49 (30 Roehampton).

2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget is financed primarily by:

- *Current and Future Retained Earnings ($18.928 million, 68%)*
  - As per the City and TPA Income Sharing Agreement, the TPA retains 25% of annual net proceeds to fund their ongoing capital requirements.
- *Sale of Air Rights and Benefiting Assessments ($9.000 million, 32%)*
  - The most significant project is a redevelopment of Carpark at 30 Roehampton which will includes 150 parking spaces.
- Given the above funding sources are non-debt sources, the City does not set a debt target for the Toronto Parking Authority.

Toronto Region and Conservation Authority (TRCA)

2015 Operating Budget Highlights

The tax-supported cost to deliver this service to Toronto residents in 2015 is $3.456 million while the rate supported cost is $4.598 million for a total City cost of $8.054 million, as shown below.

	2014	2015	Change	
			$	%
Gross Expenditures	39,507.0	40,187.0	680.0	1.7%
Gross Revenues	31,649.0	32,133.0	484.0	1.5%
Net Expenditures	**7,858.0**	**8,054.0**	**(196.0)**	**(2.5%)**
Less: Toronto Water Contribution	4,486.0	4,598.0	112.0	2.5%
Tax-Supported	**3,372.0**	**3,456.0**	**84.0**	**2.5%**

TRCA is facing a pressure of $0.680 million due to the salary and benefits increases which are partially offset by additional funding of $0.484 million from other municipality partners and user fee revenue increases. Further, since the rate-supported contribution from Toronto Water will increase by $0.112 million, the increase to the tax-supported portion will be limited to $0.084 million or 2.5% over 2014.

2015 Operating Budget Overview

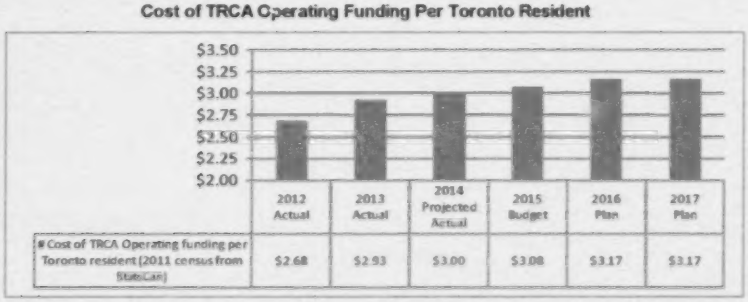
TRCA protects, restores and celebrates the natural environment in Toronto and Toronto region through the development and application of watershed plans, innovative environmental science and education programs.

Fast Facts

- TRCA was formed in 1957 under the *Conservation Authorities Act*.
- Today, TRCA owns more than 44,000 acres of land in the Toronto region, employs more than 400 full time employees and coordinates more than 3,000 volunteers each year.
- Apart from Toronto, TRCA receives funding from Regions of York, Peel and Durham, Town of Mono and the Township of Adjala-Tosorontio.

Trends:

Cost of TRCA Operating Funding Per Toronto Resident



- In 2014, TRCA received approximately 1,000 development permit applications, issued almost 1,000 development permits and 100 violations.
- The cost of TRCA operating funding per Toronto resident has been moderately increasing from $2.68 per resident in 2012 to $3.00 per resident in 2014.

2014 Key Service Accomplishments

- Introduced Tree Top Trekking attraction at Bruce's Mill Conservation Area.
- Successfully operated the Flood Forecasting and Warning Program which provides 24/7 monitoring of severe weather events allowing TRCA to issue flood messages that assist the City with emergency response operations.
- Albion Hills Conservation Area hosted one of Ontario's premiere adventure races in August, generating over $80,000 in revenue. Over 8,400 Mud Hero participants enjoyed a 6 km race featuring several military style obstacles.
- TRCA and Menkes sponsored a two year exhibit at Harbourfront Centre called No Flat City, featuring photos from around the GTA on TRCA lands.
- Black Creek Pioneer Village successfully hosted three new events including Sherlock Holmes and the Golden Egg Mystery (held over March Break); World War I 100th Anniversary Ceremony; and British Home Child Day; and introduced a new exhibit - "Breaking The Silence: Stories of the British Home Children, 1869 - 1948" at the McNair Gallery.

Our Service Deliverables for 2015

TRCA will continue to maintain and improve the region's lands and waters, contribute to public safety from flooding and erosion, provide for the acquisition and management of conservation and hazard lands, and enhance the quality and variety of life in the community by providing lands for inter-regional outdoor recreation, heritage preservation and conservation education.

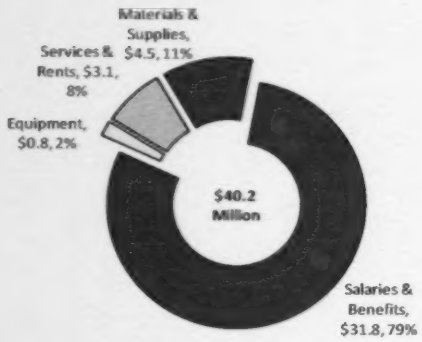
The 2015 Operating Budget will ensure the continuation of the service levels provided by TRCA, including:

- Continue to deliver and manage public use programs and facilities at 9 Conservation Areas used by over 510,000 visitors and at Black Creek Pioneer Village used by over 150,000 visitors.
- Continue to protect, manage and restore water in 9 watersheds and land resources on 44,000 acres (of which 12,000 acres are in Toronto) and encourage environmentally friendly practices and development progress on the Waterfront projects.
- Continue to deliver Conservation Education programs at Kortright and 3 Field Centres with the aim to influence the public's stewardship of water and land resources.
- Continue to deliver administrative services and support, strategic leadership, executive direction and decision making to meet regulatory compliance and organizational and governance requirements of the TRCA funding partners.

Where the money goes:

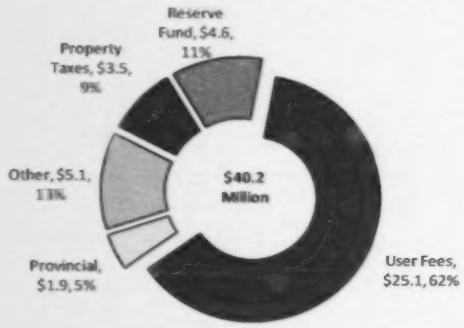
2015 Budget by Service
$436.604 Million

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Funding Ratio** –TRCA's total budget is approved by other municipalities; therefore the City of Toronto's share must maintain the ratio between these municipalities according to their share of overall TRCA property tax assessment base.
  - ✓ As a result of the funding ratio, any major reductions to the City's support to TRCA's budget would require proportional reductions in funding from other municipalities. Therefore, reductions in service levels are not recommended at this time.
  - ✓ TRCA is also pursuing continuous improvement in the development and delivery of all TRCA programs through creative partnerships and diverse funding sources.
- **Rouge Park** –The Federal Government announced that Rouge Park is to become Canada's first national urban park. Most of the lands within Toronto that will become part of the proposed park are owned by TRCA.
  - ✓ TRCA has signed the "Land Exchange Agreement in Principle" between municipal partners, TRCA and Parks Canada and will be reporting back on status and identifying any impacts from the transfer of land for the Rouge Park prior to the 2016 Budget process.

2015 Operating Budget Highlights

- TRCA will continue to deliver and manage public use programs and facilities at 9 Conservation Areas and Black Creek Village
- TRCA will continue to protect, manage and restore water in 9 watershed and 44,000 acres of land.

Program Map

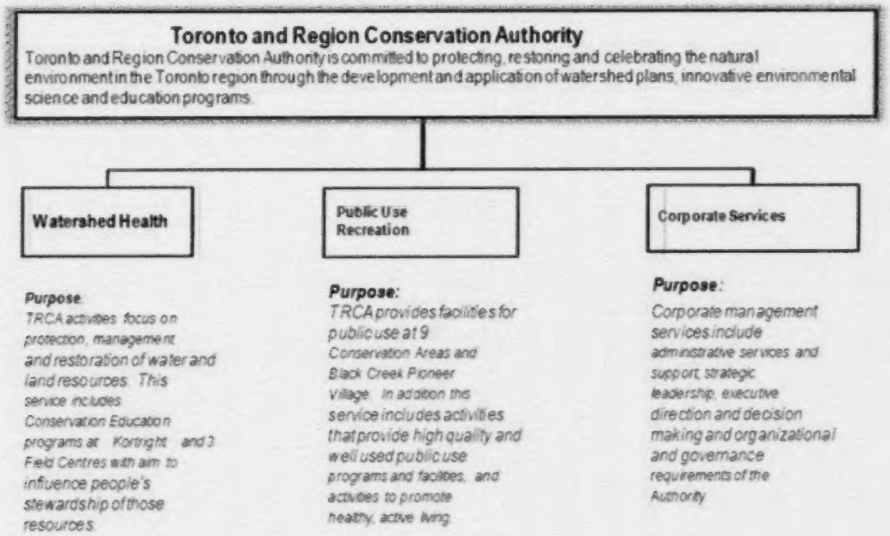

Toronto and Region Conservation Authority
Toronto and Region Conservation Authority is committed to protecting, restoring and celebrating the natural environment in the Toronto region through the development and application of watershed plans, innovative environmental science and education programs.
Watershed Health
Public Use Recreation
Corporate Services
Purpose:
TRCA activities focus on protection, management and restoration of water and land resources. This service includes Conservation Education programs at Kortright and 3 Field Centres with aim to influence people's stewardship of those resources.
Purpose:
TRCA provides facilities for public use at 9 Conservation Areas and Black Creek Pioneer Village. In addition this service includes activities that provide high quality and well used public use programs and facilities, and activities to promote healthy, active living.
Purpose:
Corporate management services include administrative services and support, strategic leadership, executive direction and decision making and organizational and governance requirements of the Authority.

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change			
	Approved Budget		2015	New/ Enhanced	2015	2015 vs. 2014		2016 Plan		2017 Plan	
	$	$	$	$	$	$	%	$	%	$	%
Total Gross Exp.	39,507.0	39,588.9	40,187.0		**40,187.0**	680.0	1.7%	637.0	1.6%	650.0	1.6%
Total Revenues	31,649.0	31,730.9	32,133.0		**32,133.0**	484.0	1.5%	434.9	1.4%	443.0	1.3%
Total Net Exp.	7,858.0	7,858.0	8,054.0		**8,054.0**	196.0	2.5%	202.1	2.5%	207.0	2.4%
Less Toronto Water Contribution	4,486.0	4,486.0	4,598.0		**4,598.0**	112.0	2.5%	115.1	2.5%	118.0	2.4%
Tax-Supported	3,372.0	3,372.0	3,456.0		**3,456.0**	84.0	2.5%	87.0	2.5%	89.0	2.5%
Approved Positions	409.3	409.3	409.3		**409.3**						

The 2015 Operating Budget for TRCA of $40.187 million gross and $8.054 million net is $0.196 million or 2.5% over the 2014 Approved Budget of $7.858 million net.

- The 2015 Operating Budget of $8.054 million net has two funding sources: $4.598 million which is funded by a contribution from Toronto Water's rate-supported Operating Budget and the balance of $3.456 million which is funded from property taxes.
- The 2015 Operating Budget does not include any service level changes or New and Enhanced initiatives.

Table 3

2016 and 2017 Plan by Program

	2016 - Incremental Increase				2017 - Incremental Increase			
	Gross Expense	Net Expense	%	#	Gross Expense	Net Expense	%	#
COLA and Fringe Benefits	637.0	637.0	1.6%		650.0	650.0	1.6%	
Sub-Total	637.0	637.0	1.6%		650.0	650.0		
User Fees and Donations		308.0	(308.0)	(1.0%)		312.0	(312.0)	(1.0%)
Increased Toronto Water Contribution		115.1	(115.1)	(2.5%)		118.0	(118.0)	(2.5%)
Sub-Total		550.0	(550.0)	(1.5%)		561.0	(561.0)	(1.5%)
Total Incremental Impact	637.0	550.0	87.0	2.5%	650.0	561.0	89.0	2.5%

The 2015 Base Budget for TRCA will result in a 2016 incremental net cost of $0.087 million and a 2017 incremental net cost of $0.089 million to maintain the 2015 service levels. Future year incremental costs are primarily attributable to the following:

Known Impacts

- Additional funding of $0.637 million in 2016 and $0.650 million in 2017 will be required for annual increases for salaries and benefits.

Anticipated Impacts

- The costs will be partially offset by anticipated additional funding of $0.127 million in 2016 and $0.131 million in 2017 to be received from other partner municipalities, as well as additional revenue of $0.308 million in 2016 and $0.312 million in 2017 generated from user fees for the Black Creek Pioneer Village, conservation areas and development permits.
- It is also anticipated that the rate-supported contribution from Toronto Water will increase by $0.115 million in 2016 and $0.118 million in 2017, representing a 2.5% increase year over year.

Service Performance

- TRCA is a separate agency and does not follow City's standards for performance measures.
- TRCA's performance measures are based on volume, customer service quality and community input.
- Overall, TRCA met its performance measure targets for 2014.
- The following should be noted while considering TRCA's performance measures:
  - ✓ Number of development violations can vary year to year depending on the volume of development occurring across TRCA's area of jurisdiction and how successful TRCA enforcement officers are in finding violations.
  - ✓ Attendance at Conservation Areas is usually affected by weather and tourism levels.

Major Activity	Performance Measure Description	2012 Actuals	2013 Actual	2014 Projected Actual	2015 Target	2016 Target	2017 Target
Planning and Development Review	Number of permit applications received	1,032	1,064	1,000	1,000	1,000	1,000
	Number of development permits issued	944	978	1,000	1,000	1,000	1,000
	Number of violations issued	93	131	100	100	100	100
	Number of environmental studies	152	179	223	359	434	510
Greenspace and Regional Biodiversity	Number of native trees / shrubs planted	313,289	278,884	350,000	350,000	350,000	350,000
	Number of native trees / shrubs produced	305,181	231,081	230,000	230,000	230,000	230,000
Land Securement and Management	Acres of land on ownership	44,136	44,312	44,512	44,712	44,712	44,912
	% of Land Master Plan achieved	57.2%	57.4%	57.7%	57.9%	57.9%	58.2%
Education and Outreach	Attendance numbers for Kortright Centre for Conservation	173,949	163,910	180,000	180,000	180,000	180,000
	Number of program days at Conservation Field Centres utilized by GTA students	26,028	26,000	26,000	26,000	26,000	26,000
	Visitor satisfaction survey results (out of possible 5)	4.6	4.8	4.8	4.8	4.8	4.8
Tourism and Recreation	Attendance numbers at Conservation Areas	516,000	562,341	510,000	510,000	510,000	510,000
	Attendance numbers at Black Creek Pioneer Village	131,600	151,419	140,000	140,000	141,000	141,000
Corporate Services	Cost of TRCA Operating funding per Toronto resident (2011 census from Stats	$2.86	$2.93	$3.00	$3.08	$3.17	$3.17
	Volume: number of payroll, invoices, purchase card transactions	47,000	47,000	47,000	47,000	47,000	47,000

Toronto and Region Conservation Authority (TRCA)

2015 – 2024 Capital Budget and Plan Overview

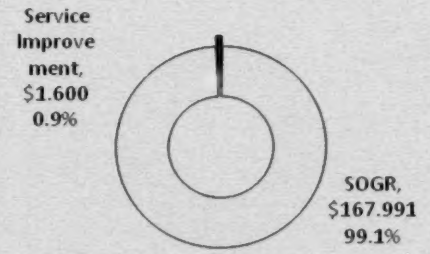
TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure and capital work-in- progress in the Don, Rouge, Highland, Etobicoke-Mimico and Humber watersheds, as well as along the waterfront.

Approximately $167.991 million or 99.1% of funding included in the 10-Year Capital Plan is allocated to State of Good Repair projects which provide funding for major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, facilities retrofit, and damage caused by high intensity and localized storms.

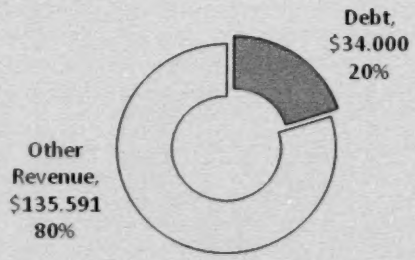
The 10-Year Capital Plan also allocates $1.600 million or 0.9% of total funding for service improvement projects such as *Tommy Thompson Park* and *Scarborough Shoreline Access*.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Completed the Black Creek (Rockcliffe) Flood Protection Environmental Assessment.
- Completed a pilot project for the development of new/leading edge flood forecasting tools for the Don River watershed utilizing neural network models.
- Completed detailed geotechnical investigations for 132 properties and acquired the bluff hazard property at 1 Midland Avenue in Scarborough.
- Completed meadow enhancements at East Point Park, aquatic and terrestrial enhancements at Tommy Thompson Park; and essential habitat creation at Toronto Islands, Humber Estuary, Bluffer's Park and East Point Park.
- Installed an automated parking lot system at Black Creek Pioneer Village to increase revenue and improve security and safety.
- Finalized TRCA staff relocation projects at Swan Lake and the new interim TRCA head office.
- Launched an Individual Environmental Assessment for the Scarborough Waterfront Project in July 2014, with the goal of integrating existing and future shoreline erosion protection works in the creation of a system of linked public spaces along the shoreline between Bluffer's Park and East Point Park.
- Started pre-planning of critical erosion control and floodworks projects, such as the development of workplans and preliminary budgets, and the inspection of hazard priority sites first identified to TRCA following the July 8th, 2013 storm event.

Key Challenges & Priority Actions

Stage of Good Repair Backlog - TRCA's State of Good Repair backlog remains high due to increasing issues related to erosion and damage from high intensity, localized storms, as well as growing costs of construction and maintenance.

- ✓ The 10-Year Capital Plan provides $167.991 million for such State of Good Repair projects as *Waterfront & Valley Erosion Control*, *Waterfront Development* and *Critical Erosion Control & Floodworks*.
- ✓ Out of the total SOGR funding, $90.000 million was specifically added to address critical erosion issues and damage caused to city-wide properties by various storms.

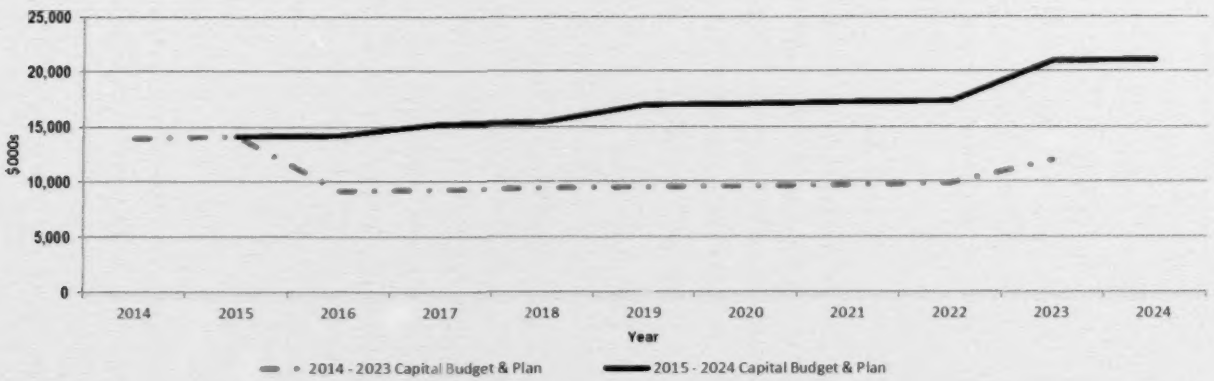
2015 Capital Budget Highlights

The 2015 Capital Budget for TRCA of $14.069 million will provide funding to continue the following major projects:

- *Critical Erosion & Floodworks* ($7 million): funding to address critical erosion control needs and damage caused by various storms.
- *Living City Action Plan* ($2.674 million): funding for monitoring and re-naturalization of watercourses, water quality and habitat improvements.
- *Waterfront & Valley Erosion Control* ($1.550 million): funding for valley and shoreline erosion protection initiatives.
- *Waterfront Development* ($1.473 million): funding for site preparation and monitoring at various waterfront sites.
- *Black Creek Village Retrofit* ($0.350 million): funding to address the backlog of restoration and major maintenance.
- *TRCA Infrastructure Technology* ($0.264 million): funding to upgrade and replace TRCA's servers and network devices and operating systems.

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	13,970	14,069	9,171	9,275	9,382	9,492	9,604	9,719	9,837	11,958		106,477
2015 - 2024 Capital Budget & Plan		14,069	14,171	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,084	169,591
Change %		0.0%	54.5%	64.7%	64.0%	79.0%	78.1%	77.2%	76.2%	75.3%		59.3%
Change $		0	5,000	6,000	6,000	7,500	7,500	7,500	7,500	9,000		63,114

Table 1

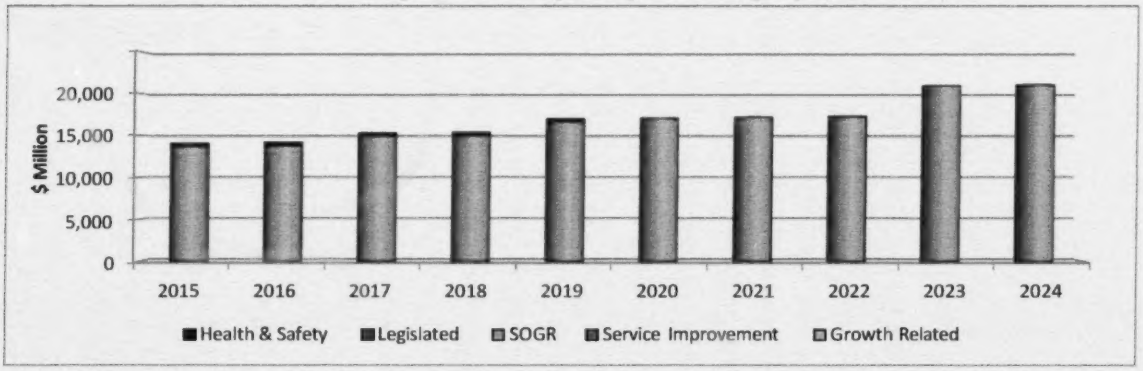
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 -	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Greenspace Land Acquisition													
Waterfront & Valley Erosion Control	N/A	1,550	1,550	1,550	1,600	1,600	1,600	1,600	1,600	3,600	3,600	**19,850**	
Black Creek Pioneer Village Retrofit	N/A	350	350	350	350	350	350	350	350	350	350	**3,500**	
Living City Action Plan	N/A	2,674	2,776	2,880	2,987	3,097	3,209	3,324	3,442	3,563	3,689	**31,641**	
TRCA Administrative Infrastructure	N/A	658	658	658	658	658	658	658	658	658	658	**6,580**	
Waterfront Development	N/A	1,153	1,153	1,153	1,103	1,103	1,423	1,423	1,423	1,423	1,423	**12,780**	N/A
TRCA Infrastructure Technology	N/A	264	264	264	264	264	264	264	264	264	264	**2,640**	N/A
Critical Erosion Control & Floodworks	N/A	7,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**25,000**	N/A
Critical Erosion Control & Floodworks - Enhancements	N/A		5,000	6,000	6,000	7,500	7,500	7,500	7,500	9,000	9,000	**65,000**	N/A
Sub-Total	-	**13,749**	**13,851**	**14,955**	**15,062**	**16,672**	**17,104**	**17,219**	**17,337**	**20,958**	**21,084**	**167,991**	-
Service Improvements													
Waterfront Development													
Tommy Thompson Park Mgmt												-	
Sub-Total	-	**320**	**320**	**320**	**320**	**320**	-	-	-	-	-	**1,600**	-
Total Expenditures by Category	-	**14,069**	**14,171**	**15,275**	**15,382**	**16,992**	**17,104**	**17,219**	**17,337**	**20,958**	**21,084**	**169,591**	-

**All TRCA capital projects are ongoing projects without a definitive start and end date. Cashflow for each project is approved for the current year only, hence there is no previously approved cashflows or project costs.*

Chart 2

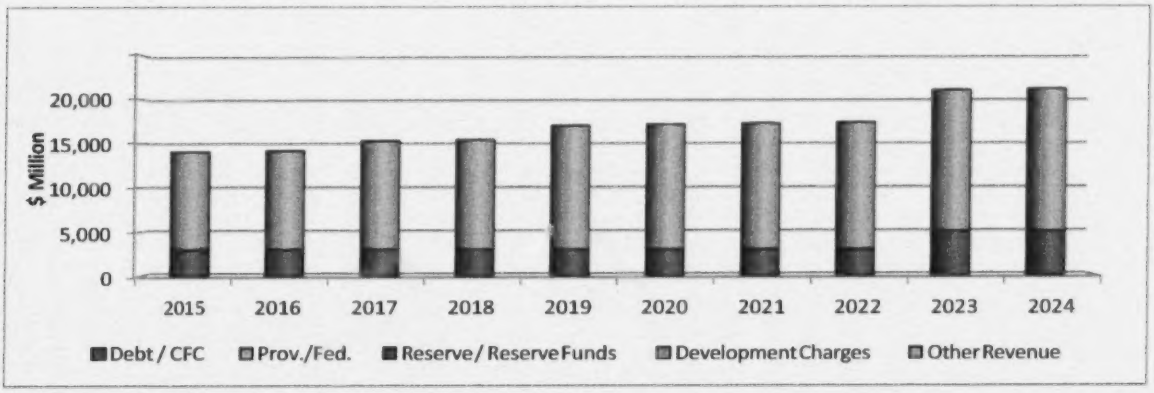
2015 – 2024 Capital Plan by Project Category (In $000s)



- The 10-Year Capital Plan for TRCA includes projects that fall into one of the two categories: State of Good Repair (SOGR) and Service Improvements.
- State of Good Repair projects make up the largest category of projects with expenditures totalling $167.991 million or 99.1% of the total 10-Year Capital Plan expenditures of $169.591 million.
  - State of Good Repair projects provide funding for major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, facilities retrofit and damage caused by high intensity and localized storms.
- Service Improvement projects total $1.600 million or 0.9% of the total planned expenditures in the 10-Year Capital Plan and include such waterfront development projects as *Tommy Thompson Park* and *Scarborough Shoreline Access*.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $169.591 million will be financed by the following sources:

- Debt, which accounts for $34.000 million or 20% of the financing over the 10-year period and is in line with the debt affordability guideline in each year of the 10-year planning period.
- Toronto Water rate funding, which accounts for $135.591 million or 80% of the financing over the 10-year period and is comprised of:
  - $4.069 million for 2015 that escalates by 2.5% annually to partially fund TRCA projects related to water quality and quantity;
  - Supplementary funding of $7.000 million in 2015 and $2.000 million in each year from 2016 to 2024 for key projects that will address critical erosion control issues. This funding is transferred from the Toronto Water's *Land Acquisition for Source Water Protection* project.
  - Enhanced critical erosion funding of $5.000 million in 2016, $6.000 million in both 2017 and 2018, $7.500 million in each year from 2019 to 2022 and $9.000 million in 2023 and 2024. This enhanced future year funding has been added in 2015 and will also be transferred from the Toronto Water's *Land Acquisition for Source Water Protection* project.
- The Water rate funding represented 70% of the total funding in the 2014 – 2023 Approved Capital Plan compared to 80% of the 2015 – 2024 Capital Plan, reflecting an increased investment in erosion control and source water protection.

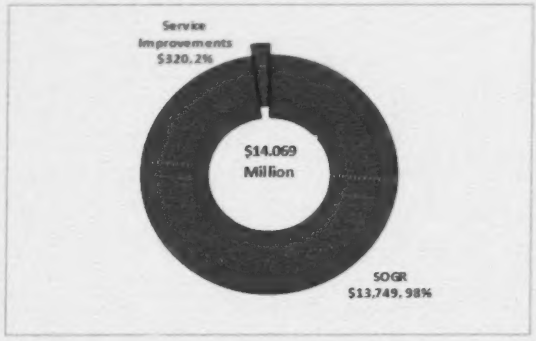
Chart 4
SOGR Funding & Backlog (In $000s)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	13,749	13,851	14,955	15,062	16,672	17,104	17,219	17,337	20,958	21,084
Accumulated Backlog Est.	231,056	223,957	214,463	205,225	194,787	184,349	176,702	172,823	159,378	145,440
Backlog % of Asset Value	52.9%	50.8%	47.8%	45.1%	42.1%	39.4%	37.5%	36.5%	33.3%	30.0%

The 10-Year Capital Plan dedicates $167.991 million to SOGR spending over 10-Year Capital Plan, which on average is $16.799 million annually.

- TRCA's infrastructure consists of land, land improvements, buildings, infrastructure and capital
- work-in-progress in its overall watershed areas.
- TRCA faces many of the same pressures as City Programs and Agencies in dealing with aging infrastructure, the failure of which may create threats to safety of people and property. With over 400 valley and waterfront erosion control structures in the City of Toronto that must be monitored and repaired on a regular basis, TRCA has continually reallocated funds from other critical erosion projects for maintenance and monitoring requirements.
- In recent years, issues related to erosion and damage from high intensity, localized storms have increased. This has added to outstanding state of good repair work and potential safety issues. The addition of supplementary Toronto Water contributions, specifically for erosion control works, has begun to address these issues.
- At the end of 2014, TRCA will have a backlog of a state of good repair work estimated at $239.497 million, representing 55.9% of the asset value estimated at $428.213 million.
  - In 2014, TRCA undertook a major review of the required capital repairs which resulted in a revised SOGR backlog of $239.497 million by the end of 2014, compared to the SOGR backlog of $184.724 million projected for 2014 last year.
- The SOGR backlog estimate includes maintenance of natural environment through activities such as erosion control and source water protection; as well as the restoration of facilities such as the Black Creek Pioneer Village and TRCA's Head office building.
- State of Good Repair funding included in the 10-Year Capital Plan, especially additional critical erosion funding added for 2016 and future years, will reduce SOGR backlog to$145.440 million or 30% of the asset replacement value in 2024.
- An additional infusion of enhanced critical erosion funding of $65.000 million from Water rate will allow TRCA to eliminate additional $53.560 million in accumulated SOGR backlog over the 9 year period between 2015 and 2023, and then an additional $13.938 million in 2024. Please refer to page 19 for a more detailed discussion on this issue.

2015 Capital Budget by Project Category (in $Millions)

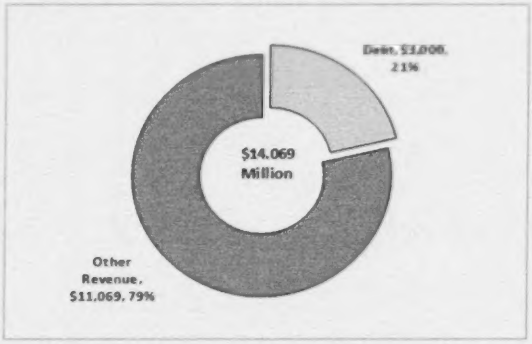


The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $14.069 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *State of Good Repair (SOGR) ($13.749 million, 97.7%)*
  - In 2015, SOGR projects continue to drive the TRCA's Capital Budget.
  - $13.749 million in funding addresses 100% of the currently identified SOGR project needs, as well as eliminates $8.441 million of the accumulated SOGR backlog.
- *Service Improvements ($0.320 million, 2.3%)*
  - $0.320 million in funding supports *Tommy Thompson Park* and *Scarborough Shoreline Access* capital projects.

2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget is financed primarily by:

- *Debt ($3.000 million, 21.3%)*
  - The debt funding meets the debt affordability guideline of $3.000 million set for TRCA in 2015.
- *Other Revenues ($11.069 million, 78.7%)*
  - Other revenues are comprised of $4.069 million in Water Rate contribution to partially fund TRCA projects related to water quality and quantity and supplementary funding of $7.000 million from Toronto Water for projects that will address critical erosion control and storm damage issues

Toronto Transit Commission

2015 Operating Budget Highlights

The total cost to deliver Conventional and Wheel-Trans transit to Toronto residents and visitors in 2015 is $1.694 billion and $115.313 million respectively, as shown below.

TTC Conventional (in $000's)	2014 Approved	2015 Budget	Change $	Change %
Gross Expenditures	1,606,683.6	1,693,820.3	87,136.7	5.4%
Gross Revenues	1,166,602.6	1,220,089.5	53,486.9	4.6%
Net Expenditures	**440,081.0**	**473,730.8**	**33,649.8**	**7.6%**

Wheel-Trans (in $000's)	2014 Approved	2015 Budget	Change $	Change %
Gross Expenditures	112,561.9	115,313.1	2,751.2	2.4%
Gross Revenues	5,738.8	6,514.3	775.5	13.5%
Net Expenditures	**106,823.1**	**108,798.8**	**1,975.7**	**1.8%**

The 2015 Budget increases funds by $89.888 million gross ($35.626 million net) to accommodate increased ridership and expand transit services, including providing relief to families by eliminating the Child Fare (ages 12 and under), and introducing a 10 cent fare increase that will fund new and enhanced service priorities.

2015 Operating Budget Overview

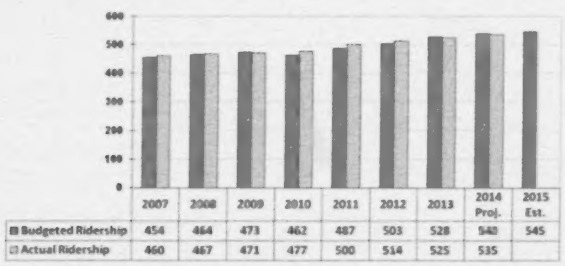
TTC expects that its Conventional service will provide transit to 545 million riders with service that spans 238.5 million kilometres and 9 million hours in 2015. Wheel-Trans provides door-to-door accessible transit service to 3.2 million riders with physical disabilities.

Fast Facts

- TTC is the largest City transit service in Canada and third largest in North America.
- TTC operates 129 trains, 250 streetcars and 1,869 buses to transport 545 million riders with a staff of 5,616 operators.
- The Yonge-University-Spadina subway line is the busiest TTC route carrying 750,000 riders per day, followed by the Bloor-Danforth subway line carrying 500,000 riders per day.
- Wheel-Trans operates 206 accessible buses to transport 3.2 million riders in 2015 with a staff of 353 operators.

Trends:

TTC Conventional Ridership 2007 – 2015 (in millions)



- TTC ridership has increased by 46.5% since 1996 with 372 million riders, to 545 million anticipated riders in 2015.
- Wheel-Trans ridership demand is steadily increasing due to aging population and AODA requirements.

2014 Key Service Accomplishments

TTC Conventional

- All-time record ridership of 534.8 million;
- Negotiated affordable 4 year collective bargaining agreements with the TTC's 4 unions;
- Completed customer service enhancements including:
  - Continued monitoring and quarterly reporting on Customer Charter initiatives, roll out of debit and credit card acceptance, staffing of the group station management model, and rollout of WIFI in subway stations.
  - Improved wayfinding and collector booth signage throughout the subway system.
- Continued expansion of Toronto Rocket fleet and received articulated buses for revenue service;
- First new LRV vehicle entered revenue service; and
- PRESTO smartcard project moving forward.

Wheel-Trans

- Projecting ridership of 3.111 million;
- Negotiated a 4 year agreement with TTC's bargaining units that included a change to the Wheel-Trans model geared to a base number of 350 operators to avoid significant anticipated service cost increases; and
- Negotiated new 5 year Taxi Contracted service agreements through a competitive bid process.

Our Service Deliverables for 2015

TTC and Wheel-Trans are responsible for providing transit service to the people of Toronto. The 2015 Operating Budget will:

TTC Conventional Service:

- Provide transit service to 545 million riders, representing a 10 million, or 1.9% increase over the 2014 actual ridership.
- Provide rail, streetcar and bus service spanning 238.5 million kilometers and 9 million hours of service.

Wheel-Trans Service:

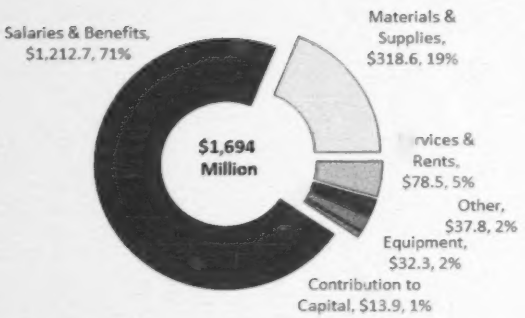
- Provide 24 hours of service as per the Accessibility for Ontarians with Disabilities Act (AODA).
- Carry 180,000 more passengers, increasing from 3.066 million in 2014 to 3.246 million in 2015, including 1,031,400 bus trips, 65,000 community bus trips, 1,143,900 trips by accessible taxi and 1,005,400 sedan taxi trips.
- Improve customer service telephone performance by reducing wait times and call abandonment rates to industry standards.

TTC Conventional Services

Where the money goes:

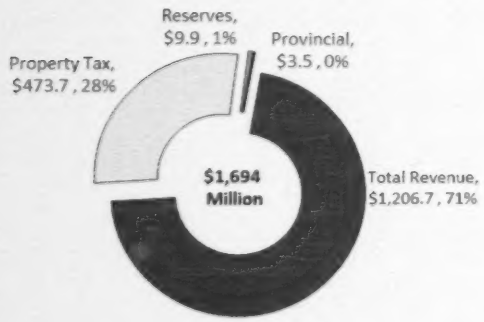
2015 Budget by Service
$1,694 Million

2015 Budget by Expenditure Category


Salaries & Benefits, $1,212.7, 71%
Materials & Supplies, $318.6, 19%
rvices & Rents, $78.5, 5%
Other, $37.8, 2%
Equipment, $32.3, 2%
Contribution to Capital, $13.9, 1%
$1,694 Million

Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Maintaining service levels and accommodating growing ridership demand.**
  - ✓ Budgeting for an anticipated 545 million riders in 2015.
  - ✓ Increase of Tax Levy funding by $33.6 million in 2015.
- **Support increasing service costs** with farebox revenues and City tax levy funding.
- **Address ongoing TTC priority actions.**
  - ✓ Transform and modernize the TTC.
  - ✓ Improve the TTC transit experience through various customer service initiatives.
  - ✓ Secure funding from the Province towards TTC's operational needs.

2015 Operating Budget Highlights

The 2015 Operating Budget of $1.694 billion gross and $473.731 million net for TTC Conventional service will:

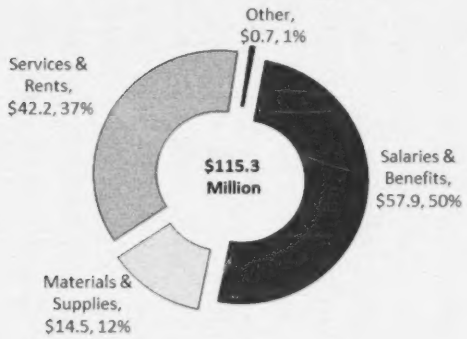
- Enhance customer service through priorities including improving subway service resiliency through reducing service delays ($2.835 million gross), perform route and station management reviews to ensure best practices are in place ($0.900 million gross), and add station supervisors to oversee and manage subway stations ($0.800 million gross).
- Begin improvements to bus and streetcar service by increasing frequency of services at off-peak periods ($3.200 million gross), operate major routes every ten minutes or better every day ($3.667 million), add 12 routes to the Blue Night Network ($0.800 million), operate all routes all day, every day ($1.7 million), and adding new and enhanced express bus service ($0.900 million).
- Eliminate the Child Fares for children 12 years of age and under ($5.411 million net).
- Increase fares by 10 cents and adjust the Metropass price to fund service priorities and pay for 50 new buses to deliver these enhanced transit services.

TTC Wheel-Trans Services

Where the money goes:

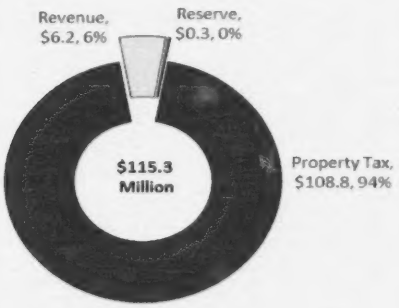
2015 Budget by Service
$115.3 Million

2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

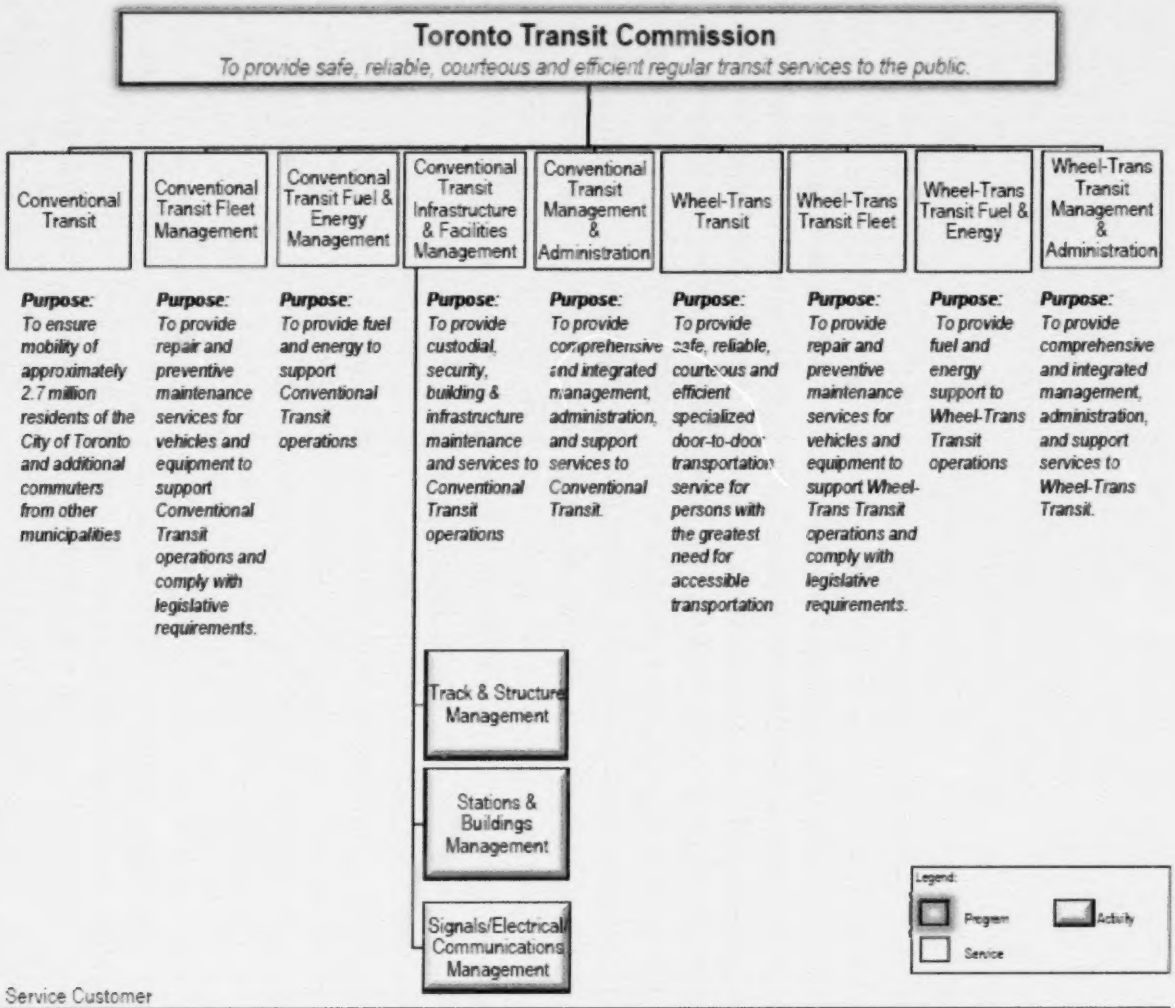
- **Accommodate the growing demand for Wheel-Trans service** - as a result of an aging population and AODA legislation.
  - ✓ Budgeting for 3.2 million riders in 2015.
- **Support increasing service costs** with farebox revenues and City tax levy funding.
  - ✓ Increase of Tax Levy funding by $2.0 million in 2015.
- **Address ongoing Wheel-Trans priority actions**.
  - ✓ Achieve and exceed targets of each key performance indicator.
  - ✓ Transform and modernize Wheel-Trans.
  - ✓ Improve the Wheel-Trans experience through various customer service initiatives.
  - ✓ Secure funding from the Province towards Wheel-Trans' operational needs.

2015 Operating Budget Highlights

The 2015 Operating Budget of $115.313 million gross and $108.799 million net for TTC Wheel-Trans Service will:

- Continue to provide 24 hours of service in accordance with AODA requirements.
- Accommodate as many trip requests within service availability and a lower unaccommodated rate of 0.9%.
- Improve customer service telephone performance by reducing wait times and call abandonment rates to industry standards.
- Update current scheduling system to allow for intermodal trip planning with TTC Conventional Service as the system becomes more accessible.

Program Map


Toronto Transit Commission
To provide safe, reliable, courteous and efficient regular transit services to the public.
Conventional Transit
Conventional Transit Fleet Management
Conventional Transit Fuel & Energy Management
Conventional Transit Infrastructure & Facilities Management
Conventional Transit Management & Administration
Wheel-Trans Transit
Wheel-Trans Transit Fleet
Wheel-Trans Transit Fuel & Energy
Wheel-Trans Transit Management & Administration
Purpose: To ensure mobility of approximately 2.7 million residents of the City of Toronto and additional commuters from other municipalities
Purpose: To provide repair and preventive maintenance services for vehicles and equipment to support Conventional Transit operations and comply with legislative requirements.
Purpose: To provide fuel and energy to support Conventional Transit operations
Purpose: To provide custodial, security, building & infrastructure maintenance and services to Conventional Transit operations
Purpose: To provide comprehensive and integrated management, administration, and support services to Conventional Transit.
Purpose: To provide safe, reliable, courteous and efficient specialized door-to-door transportation service for persons with the greatest need for accessible transportation
Purpose: To provide repair and preventive maintenance services for vehicles and equipment to support Wheel-Trans Transit operations and comply with legislative requirements.
Purpose: To provide fuel and energy support to Wheel-Trans Transit operations
Purpose: To provide comprehensive and integrated management, administration, and support services to Wheel-Trans Transit.
Track & Structure Management
Stations & Buildings Management
Signals/Electrical/ Communications Management
Legend:
Program
Activity
Service

Service Customer

Conventional Transit
- Transit Rider
- Businesses
- Employers
- Neighbouring Municipalities
- All individuals in the City of Toronto

Conventional Transit Fleet Management
- TTC Conventional Transit
- Transit Rider

Conventional Transit Infrastructure &Facilities Management
- TTC Conventional Transit
- Transit Riders

Conventional Transit Management & Administration
- Conventional Transit
- Conventional Transit Fleet Management
- Conventional Transit Fuel & Energy Management
- Conventional Transit Infrastructure & Facilities Management
- Transit Rider

Wheel-Trans Transit
- Wheel-Trans Transit Rider
- Businesses
- Employers
- Neighbouring Municipalities
- All individuals in the City of Toronto

Wheel-Trans Transit Fleet
- TTC Wheel-TransTransit

Conventional Transit Fuel & Energy Management
- TTC Conventional Transit
- Transit Rider

Wheel-Trans Transit Fuel & Energy
- Wheel-Trans Transit

Wheel-Trans Management & Administration
- Wheel-Trans Transit
- Wheel Transit Fleet Management
- Wheel Transit Fuel & Energy Management

Table 1
2015 Operating Budget and Plan
TTC Conventional Service

	2014	2015 Operating Budget						Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
TTC Conventional											
Gross Expenditures	1,606,683.6	1,549,539.3	1,655,130.0	38,690.3	1,693,820.3	87,136.7	5.4%	116,973.2	6.9%	96,200.0	5.4%
Revenue	1,166,602.6	1,156,553.5	1,181,306.7	38,782.8	1,220,089.5	53,486.9	4.6%	47,237.2	3.9%	39,000.0	3.1%
Net Expenditures	440,081.0	392,985.8	473,823.3	(92.5)	473,730.8	33,649.8	7.6%	69,736.0	14.7%	57,200.0	10.8%
Approved Positions	11,179.0	11,190.0	11,330.0	361.0	11,691.0	512.0	4.6%				

The 2015 Operating Budget for ***TTC Conventional Service*** is $1.694 billion gross and $473.731 million net. The net budget increased by $33.650 million or 7.6% due to the following:

- Base budget pressures of $70.488 million net are primarily attributable to the impact of the collective bargaining agreements ($21.664 million), the opening of Leslie Barns Streetcar Maintenance and Storage Facility ($6.470 million), the increase in power consumption ($8.500 million), and the increase in diesel fuel prices ($7.000 million).

- TTC and City staff have identified various reductions and savings to mitigate the base budget pressures, including hedging 86% of its anticipated fuel consumption, drawing one-time funds from the TTC Stabilization Reserve, and absorbing various base pressures.

- As part of the TTC's ongoing effort to improve customer service, new and enhanced priorities of $36.1 million net have been identified in 2015, including the elimination of Child Fares (ages 12 and under), improving subway service resiliency, performing route and station management reviews, and adding station supervisors to oversee and manage subway stations. Additional priorities to improve bus and streetcar services are also being introduced, including increasing the frequency of services at off-peak periods, operating major routes every ten minutes or better every day, all day, adding routes to the Blue Night Network, and adding new express bus service.

  - The costs for these new and enhanced services have been offset through a 10 cent fare increase ($29.167 million) and a Metropass price adjustment ($7.000 million).

- Future year incremental costs are primarily attributable to an increase in service to accommodate ridership growth, the annualized impact of the new and enhanced service priorities, inflationary increases, and the impact of the collective bargaining agreements.

Table 2
2015 Operating Budget and Plan
TTC Wheel-Trans Service

(In $000s)	2014 Approved Budget	2014 Actual	2015 Operating Budget 2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		Incremental Change 2016 and 2017 Plan 2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Wheel-Trans											
Gross Expenditures	112,561.9	108,842.1	115,313.1		115,313.1	2,751.2	2.4%	6,581.3	5.7%	7,191.8	5.9%
Revenue	5,738.8	5,778.0	6,514.3		6,514.3	775.5	13.5%	12.8	0.2%	291.5	4.3%
Total Net Expenditures	106,823.1	103,064.1	108,798.8	-	108,798.8	1,975.7	1.8%	6,568.5	6.0%	6,900.3	5.6%
Approved Positions	557.0	549.0	562.0		562.0	5.0	0.9%				

The 2015 Operating Budget for ***TTC Wheel-Trans Service*** is $115.313 million gross and $108.799 million net. The net budget increased by $1.976 million or 1.8% due to the following:

- Base budget pressures of $2.710 million net were offset by base expenditures savings of $0.249 million net and base revenue adjustments of $0.485 million bringing the 2015 Base budget to $1.976 million net or 1.8% over the 2014 Approved Operating Budget of $106.823 million net.
- Key cost drivers for this service include an increase in service demand from normal growth and AODA legislation ($5.828 million), the impact of the recently negotiated collective bargaining agreements ($0.719 million), and the impact on the cost per trip resulting from amendments to the Accessible Taxi and Sedan Taxi contracts ($0.567 million).
- To mitigate the base budget pressures, Wheel-Trans has offset diesel fuel primarily through hedging 87.5% of its anticipated fuel consumption, recovering one-time funding from the TTC Stabilization Reserve, and increasing passenger revenues based on growth. The impact of a 10 cent fare increase ($0.179 million) and a Metropass price adjustment ($0.017 million) in TTC Conventional Service's new and enhanced service priorities also offsets Wheel-Trans' base pressures.
- The 2016 and 2017 Plans primarily reflect an increase in service to accommodate demand based on annual growth rates of 6% per annum (2015 trips: 3.246 million, 2016 trips: 3.436 million, 2017 trips: 3.638 million).
- Other assumptions include a commitment to maintain an operator workforce of 350, inflationary increases to non-labour costs based on economic factors, and no new AODA requirements.

Table 3
2015 Total New & Enhanced Service Priorities Summary
TTC Conventional Service

Description ($000s)	2015 New and Enhanced				Incremental Change			
	$	$	$	Position	2016 Plan		2017 Plan	
	Gross	Revenue	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities								
Pan Am / Parapan Am Games	4,426.8	4,426.8						
Subway Service Improvements to Reduce Delays	2,834.7		2,834.7	26.0				
Station Supervisors	800.0		800.0	20.0	1,505.0			
Route and Station Management Reviews	900.0		900.0	10.0	1,118.0			
Warehouse and Interim Bus Garage Leases	2,476.0		2,476.0	2.0	14,441.0		13,300.0	
Reduce Wait Times and Crowding at Off-Peak Periods	3,200.0	1,200.0	2,000.0	77.0	4,300.0			
Ten Minute or Better Route Network	3,666.8	1,200.0	2,466.8	92.0	5,200.0			
Express Route Network - New Express Services	900.0	300.0	600.0	24.0	1,100.0			
Purchase of 50 Buses								
Bus Facility Lease and Operation	1,750.0		1,750.0	45.0	10,250.0			
One-Time Cost to Retrofit Bus Facility	1,300.0		1,300.0		(1,300.0)			
Contribution to Capital Budget for Purchase of 50 Buses	13,936.0		13,936.0		(8,700.0)		(5,236.0)	
Operate All Routes All Day, Every Day	1,700.0	700.0	1,000.0	44.0	2,500.0			
Expanded Overnight Bus and Streetcar Service	800.0	200.0	600.0	21.0	1,200.0			
Improve Service Reliability							2,100.0	
Sub-Total	38,690.3	8,026.8	30,663.5	361.0	31,614.0		10,164.0	
New Service Priority								
Elimination of Child Fare (Ages 2-12)		(5,411.0)	5,411.0		1,699.0			
Sub-Total		(5,411.0)	5,411.0		1,699.0			
Total New and Enhanced Service Priorities	**38,690.3**	**2,615.8**	**36,074.5**	**361.0**	**33,313.0**	**TBD**	**10,164.0**	**TBD**
Fare Adjustments								
10 Cent Fare Increase		29,167.0	(29,167.0)		(5,833.0)			
Metropass Price Adjustment		7,000.0	(7,000.0)		(1,000.0)			
Total Fare Adjustments		36,167.0	(36,167.0)		(6,833.0)			
Total New (Service Priorities and Fare Adjustments)	**38,690.3**	**38,782.8**	**(92.5)**	**361.0**	**26,480.0**	**TBD**	**10,164.0**	**TBD**

The TTC Conventional Service's 2015 Operating Budget includes $38.690 million gross and $36.075 million net in new and enhanced transit service priorities that improve TTC operations and transit services to better serve its riders. New and enhanced service priorities require an additional 361 positions.

These enhanced services were approved along with a 10 cent fare increase and Metropass price adjustment to offset the transit priorities, effective March 1, 2015.

Enhanced Service Priorities ($38.690 million gross & $30.664 million net)

Pan Am / Parapan Am Games

- The 2015 Operating Budget includes additional funding of $4.427 million gross and $0 net to fund the cost of providing an increased level of public transit to the City of Toronto during the 2015 Pan Am / Parapan Am Games.
- This enhanced service priority will provide funding for three initiatives that are required to carry out service in July and August 2015:
  - Operating costs of $4.071 million to deliver additional service to the Pan Am / Parapan Am Games, over and above the normal level of summer service.

- Operating costs of $0.265 million to provide enhanced support to accommodate service levels and maintenance of subway stations.
- Operating costs of $0.091 million to oversee and co-ordinate all TTC activities related to the delivery of service to the Games.

- The total operating cost for the service priority is $4.427 million gross and $0 net. The initiative will be implemented within 2015 and will be fully offset by $3.504 million of funds from the Province towards the delivery of services, and a one-time withdrawal of $0.923 million from the City's Tax Rate Stabilization Reserve.
- The Province has also agreed to fund any foregone revenue loss, whether attributed to fraud or otherwise, to the TTC's budgeted 2015 ridership levels for the period during the Pan Am / Parapan Am Games.

Subway Service Improvements to Reduce Delays

- In the last several years, there has been no appreciable improvement in reducing incidents or duration of subway system delays. On the other hand, subway ridership continues to grow, putting a strain on an already crowded system. While improvements are being made to increase system capacity, there needs to be a greater focus on maintenance and delay mitigation techniques to take advantage of those enhancements when they are fully delivered. Currently, there are insufficient resources in certain critical subway maintenance/delay response functions to provide around the clock coverage or during service operation periods. There is also a need to have proper preventative maintenance programs developed and supported as new equipment is installed.
- TTC requires an increase of 26 positions, effective April 2015, to improve staging of service buildup/removal, enhance and consistently perform maintenance programs, and have adequate coverage to respond to delay incidents in a timely manner; commencing the goal of reducing subway delays by 50% within five years.
- City Council approved that $2.835 million be provided for improvements in subway service resiliency through reducing service delays.

Station Supervisors

- In 2013, TTC launched the introduction of Group Station Managers by adding six supervisors to oversee and manage each subway station. This program creates single-point accountability and a mandate to transform the management of TTC subway stations and bus interchanges.
- Implementation of the new station management model will continue in 2015. The 2015 Operating Budget includes funding for 20 additional positions effective September 2015 (all of which are Station Supervisors) to support the continued implementation of this program. With increasing ridership, these positions will ensure that customer throughput within the existing, increasingly crowded stations will be more carefully managed.
  - These positions enhance management visibility and manage safety at subway stations by promptly addressing customer concerns.
- City Council approved funds of $0.800 million in 2015 will be provided to enable TTC to enhance its customer service improvements at all subway stations.
- The anticipated 2016 impact is $1.505 million net.

Route and Station Management Reviews

- As part of the TTC's ongoing effort to improve service by managing timing and availability of routes, funding for this service priority covers the cost of a review of route and station management.
- To enhance customer service, TTC plans to review route and station management to ensure best practices are in place that reflects industry standards, and key performance indicators are developed. The initiative will be implemented in two stages, effective April 2015 and September 2015.
- The 2015 Operating Budget includes additional funding of $0.900 million and an increase of 10 positions.
- The anticipated 2016 annualized impact of this initiative is $1.118 million net.

Warehouse and Interim Bus Garage Leases

- The 2015 Operating Budget includes additional funding of $2.476 million to fund a new warehouse and an interim bus garage.
- A new warehouse is required to store parts for new vehicle types, as well as capital project material. Due to over capacity at existing bus garages, and to bridge the gap until the McNicoll Bus Garage Facility is operable, an interim bus garage is required to restore efficient operations. These leases are anticipated to begin September 2015 and December 2015, respectively.
- TTC requires an increase of 2 positions to operate the leased warehouse.
- The anticipated 2016 impact is $14.441 million net, and the 2017 impact is $13.300 million net.

On August 19, 2014 the Board endorsed a report that identified 9 bus and streetcar service initiatives that could be implemented in the short-to-medium term that would improve transit service in Toronto. These would have an impact on the 2015 Operating Budget of $19.4 million gross.

TTC and City staff re-evaluated operating requirements and funding opportunities in order to reduce the operating plan request to align with the City's affordability. Below are the prioritized customer service initiatives from the report that are included in the 2015 Operating Budget.

Reduce Wait Times and Crowding at Off-Peak Periods

- As part of the TTC's ongoing effort to improve transit service, this service initiative will reduce the crowding standard at off-peak times, such that, on average, all passengers would get a seat for their trip, resulting in an increase in the frequency of service and reduce crowding on approximately 67 bus and streetcar routes.
- This service priority would benefit approximately 55 million customer-trips each year that are now made on these services, and would attract an estimated 1.8 million new customer-trips each year.
- This initiative would also have a positive effect on Wheel-Trans, as some of their current and potential customers could be attracted to conventional bus and streetcar services. Such a result would support Accessibility for Ontarians with Disabilities Act (AODA) objectives of more-spontaneous travel options for customers with disabilities.
- The total 2015 cost for this service initiative is $3.2 million gross and $2.0 million net and would require the addition of 77 positions. The initiative will be implemented effective September 2015, resulting in a 2016 annualized impact of $4.3 million net.

Ten Minute or Better Route Network

- This service priority will implement a city-wide network of major bus and streetcar routes operating every ten minutes or better, all day, every day from 6am (9am on Sundays) to 1am on key routes.

This would provide frequent, reliable service and would allow for spontaneous trip making, without the need to consult a schedule.

- The Ten Minute or Better Route Network would require service improvements, mostly at off-peak times, to approximately 40 bus and streetcar routes. This service initiative would benefit approximately 48 million customer-trips each year that are now made on these services, and would increase ridership by approximately 1.8 million customer-trips each year.
- The total cost of this service priority is $3.667 million gross and $2.467 million net in 2015 and would require the addition of 92 positions. The initiative will be implemented effective September 2015, resulting in an anticipated 2016 annualized impact of $5.2 million net.

Express Route Network – New Express Services

- As part of the TTC's ongoing effort to improve customer service, new express service could be introduced at off-peak times.
- These new express bus services would benefit approximately 13 million customer-trips each year and increase ridership by approximately 0.5 million customer-trips each year.
- The total 2015 impact of this service priority is $0.9 million gross and $0.6 million net and will require the addition of 24 positions. The initiative will be implemented effective September 2015, with a 2016 annualized impact of $1.1 million net.

Purchase of 50 Buses

- As part of the TTC's ongoing effort to improve transit service, this service priority will:
  - Contribute $13.936 million in 2015 and $5.236 million in 2016 to the TTC Capital Budget to fund a portion of the $27.5 million required to purchase 50 buses. The new buses will be utilized to implement 4 new express bus routes, and reduce overcrowding on the most crowded routes at peak periods. Delivery of the vehicles is expected to commence in November 2015.
  - Provide $1.750 million in 2015 with an incremental annualized impact of $10.250 million in 2016 to lease and operate a garage for the 50 vehicles.
    - There are currently no storage facilities available to accommodate these 50 buses.
    - The lease to accommodate the 50 buses is anticipated to commence September 2015.
    - TTC requires an increase of 45 positions in 2015 and an additional 20 positions in 2016 for this initiative.
  - The leased bus garage requires one-time leasehold improvements of $1.3 million.
- The total 2015 impact of the combined service initiative is $16.986 million gross and net.
- In 2016, the impact will be $0.250 million gross and net as $8.7 million in funding that is contributed to capital in 2015, will be utilized to fund the annualized pressures of the bus facility lease and operating costs. The 2017 impact will be ($5.236) million net as this relates to the one-time funding contributed to the Capital Budget in 2016.

Operate All Routes All Day, Every Day

- City Council approved that TTC begin operating all routes all day, every day across the City. Off-peak service on many bus routes were cut-back or eliminated in 2011 as a result of Council approved budget reductions. These services will be restored so that all TTC bus and streetcar routes operate all day, every day, from approximately 6am (9am on Sundays) to 1am to make it more convenient and viable for all residents to rely on transit.

- All day, every day service will introduce new transit service during approximately 148 periods of operation on 41 bus routes, serving one million customer-trips each year.
- The 2015 impact of this service priority is $1.7 million gross and $1.0 million net and would require the addition of 44 positions. The initiative will be implemented September 2015, resulting in a 2016 annualized impact of $2.5 million net.

Expanded Overnight Bus and Streetcar Service

- As part of the TTC's ongoing effort to improve customer service, additional routes will be added to the overnight bus and streetcar services to increase the overnight service area coverage and reduce the time customers spend walking to access overnight transit services.
- The Blue Night Network is the TTC's overnight bus and streetcar service that operates between approximately 2am and 5am, after the regular daytime and evening bus, streetcar, and subway services have ended. The Blue Night routes provide overnight transit service, every 30 minutes or better. New overnight service could be introduced on 12 bus and streetcar routes.
- Up to 4 million customer-trips each year are now made on the Blue Night Network. It is projected that the expanded network would attract approximately 300,000 new customer-trips each year.
- The 2015 impact of this service priority is $0.8 million gross and $0.6 million net and will require the addition of 21 positions. The initiative will be implemented effective September 2015 with a 2016 annualized impact of $1.2 million net.

Improve Service Reliability

- City Council approved that additional running time, operating, and supervisory resources on bus and streetcar routes where performance has deteriorated be implemented.
- The initiative will be implemented in 2017 resulting in an anticipated 2017 annualized impact of $2.1 million net.

New Service Priority ($0 million gross & $5.411 million net)

Elimination of Child Fare

- In light of transit expansion developments that will improve availability, it is timely for the City of Toronto to prepare a complementary transit plan focused on affordability so that when new transit services become available, they will be affordable for and accessible to lower income riders.
- The elimination of the TTC Child Fare for children 12 years of age and under supports these objectives. With expanding and enhanced public transit services, the pressures of increased fares become a necessary financing strategy to balance the Operating Budget. However, it is recognized that these costs of transit can create barriers, particularly for lower income families. All families will now have the ability to have their children (12 years of age and under) ride public transit for free.
- The 2015 Operating Budget reflects the elimination of the Child Fare for children 12 years of age and under, effective March 1, 2015, which will decrease passenger revenue by $5.411 million in 2015.
- The anticipated 2016 incremental impact is $1.699 million net.

Fare Adjustments ($0 million gross & ($36.167) million net)

10 Cent Fare Increase

- On December 14, 2011, the TTC Board approved-in-principle a standard 10 cent fare increase on the adult token (and a pro-rata increase on all other fare media) in each of 2013, 2014, and 2015 as part of a multi-year financing strategy to help sustain transit service levels and address budgetary pressures.
- TTC will introduce a standard 10 cent fare increase on the adult token (and a pro-rata increase on all other applicable fare media), effective March 1, 2015, which will generate $29.167 million in additional revenue in 2015 and $5.833 million in 2016. The fare increase matches the approved-in-principle 10 cent fare increase to balance future year operating budgets.
- City Council approved that the TTC continue to work with the City to develop a multi-year funding framework that includes projected City funding, passenger revenue and a fare policy that considers increased ridership and the rate of inflation and accounts for cost-cutting initiatives, customer service improvements and key performance indicators.

Metropass Price Adjustment

- TTC will adjust the Metropass prices, effective March 1, 2015, that will generate revenues of $7.0 million. This revenue change is discussed in greater detail in Part III (Issues for Discussion – Ridership and Revenue).

Table 4
2016 and 2017 Plan
TTC Conventional Service

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Anticipated Impacts:										
Service Increase	13,600.0		13,600.0			13,100.0		13,100.0		
Bus and Streetcar Service Opportunities	21,500.0	7,200.0	14,300.0			2,100.0		2,100.0		
Customer Service Enhancements	17,100.0		17,100.0			13,300.0		13,300.0		
Collective Bargaining Agreements	17,800.0		17,800.0			22,900.0		22,900.0		
Collective Bargaining Agreements (one-time lump-sum payments)	(7,300.0)		(7,300.0)							
2015 Pan Am / Parapan Am Games (one-time expenditures and funding)	(4,426.8)	(4,426.8)								
Other Employee Costs	13,700.0		13,700.0			17,000.0		17,000.0		
Vehicle Parts	13,000.0		13,000.0			9,000.0		9,000.0		
Energy (Diesel, Hydro, Utilities)	8,000.0		8,000.0			8,000.0		8,000.0		
Inflation / Accident Claims	8,000.0		8,000.0			8,000.0		8,000.0		
Annualization of Prior Year Impacts	5,750.0		5,750.0		20.0	2,000.0		2,000.0		
Various Multi-Year Initiatives	5,000.0		5,000.0			2,000.0		2,000.0		
Other	5,000.0		5,000.0			4,000.0	1,000.0	3,000.0		
10 Cent Fare Increase		5,833.0	(5,833.0)							
Metropass Price Adjustment		1,000.0	(1,000.0)							
Fare Increase / Adjustment		30,000.0	(30,000.0)				30,000.0	(30,000.0)		
Elimination of Child Fares (2-12)		(1,699.0)	1,699.0							
Passenger Revenues		16,266.0	(16,266.0)				8,000.0	(8,000.0)		
Advertising Revenue		2,000.0	(2,000.0)							
One-Time Draw from TTC Stabilization Reserve		(8,936.0)	8,936.0							
Bus Facility Lease and Operations for 50 Buses	8,950.0		8,950.0		20.0					
Contribution to Capital for 50 Buses	(8,700.0)		(8,700.0)			(5,200.0)		(5,200.0)		
Total Incremental Impact	116,973.2	47,237.2	69,736.0		TBD	96,200.0	39,000.0	57,200.0		TBD

Future year incremental costs are primarily attributable to the following:

Anticipated Impacts

- An increase of $13.6 million in 2016 and $13.1 million in 2017 for service adjustments to maintain current service standards to meet the ridership forecast of 556 million in 2016 and 560 million in 2017.
- Annual impacts from the collective bargaining agreements effective April 1, 2014 ($10.5 million in 2016 and $22.9 million in 2017) reflect general wage increases ranging from 0-2.25%.
- Inflationary provisions for goods and services and accident claim settlements ($8.0 million in 2016 and $8.0 million in 2017), forecasted increase in energy costs ($8.0 million in 2016 and $8.0 million in 2017), and 5% on other employee costs ($13.7 million in 2016 and $17.0 million in 2017). All other costs are estimated to increase in line with current experience or based on actual or anticipated contractual commitments.
- Provisions of $13.0 million in 2016 and $9.0 million in 2017 for higher costs for parts associated with new fleet (articulated buses, hybrid buses, LRVs, and Toronto Rocket trains).
- The 2016 Plan also reflects $31.65 million and $10.2 million in 2017 for the impact of the new and enhanced service priorities that address customer service enhancements and bus and streetcar service opportunities.
- Incremental revenue of $60.0 million (combined 2016 and 2017) reflect an anticipated fare increase/adjustment to mitigate future operating pressures. TTC will continue to review potential fare changes based on the rate of inflation and adjustments necessary to mitigate lower average fares and increasing costs.
- Not included in the forecasted costs at this time are impacts for the Toronto-York Spadina Subway Extension, and the PRESTO implementation.

Table 5
2016 and 2017 Plan
TTC Wheel-Trans Service

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Anticipated Impacts:										
Impact from Collective Bargaining Agreement	866.0		866.0	0.8%		1,128.0		1,128.0	1.0%	
Service Increase	3,771.3	353.6	3,417.7	3.1%		3,915.4	371.1	3,544.3	3.1%	
Other Employee Costs	716.6		716.6	0.7%		840.0		840.0	0.7%	
Energy (Diesel, Hydro, Utilities)	56.7		56.7	0.1%		61.3		61.3	0.1%	
Inflation and Accident Claims	567.2		567.2	0.5%		546.3		546.3	0.5%	
Vehicle Maintenance	200.0		200.0	0.2%		200.0		200.0	0.2%	
Material Volume	23.4		23.4	0.0%		84.0		84.0	0.1%	
Other Net Changes	380.1		380.1	0.3%		416.8		416.8	0.4%	
Change in Average Fare		(78.0)	78.0	0.1%			(79.6)	79.6	0.1%	
10 Cent Fare Increase		35.8	(35.8)	(0.0%)						
Metropass Price Adjustment		3.4	(3.4)	(0.0%)						
Elimination of Child Fare (2-12)		(2.0)	2.0	0.0%						
One-Time Draw from TTC Stabilization Reserve (2015)		(300.0)	300.0	0.3%						
Total Incremental Impact	6,581.3	12.8	6,568.5	6.0%	TBD	7,191.8	291.5	6,900.3	6.0%	TBD

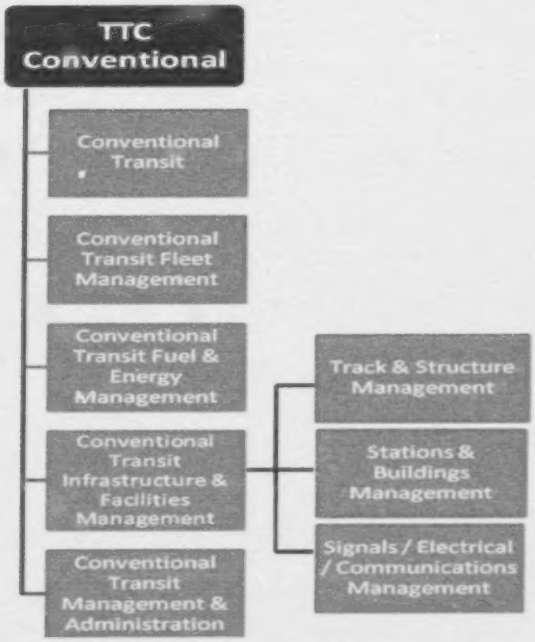
Future year incremental costs are preliminary and Wheel-Trans staff continue to refine the 2016 and 2017 impacts. Future year incremental costs to maintain the 2015 level of service are primarily attributable to the following:

Anticipated Impacts

- Provisions of $1.994 million (combined 2016 and 2017) to reflect the impact of the four year CBAs that went into effect March 1, 2014. In 2016, the $0.300 million one-time withdrawal from the TTC Stabilization Reserve Fund is reversed as it is no longer required.
- Service to accommodate demand based on annual growth rates of 6% per annum (2015 trips: 3.246 million; 2016 trips: 3.436 million; 2017 trips: 3.638 million).
- Inflationary provisions of $1.114 million (combined 2016 and 2017) for goods and services and accident claim settlements, and increases of $1.675 million for energy costs and other employee costs. All other costs are estimated to increase in line with current experience or based on actual or anticipated contractual commitments.
- Provisions of $0.4 million (combined 2016 and 2017) for higher maintenance costs associated with Wheel-Trans buses.
- 2016 reflects the incremental revenue impact from the 10 cent fare increase ($35.8 million), the Metropass price adjustment ($0.003 million) and the elimination of the Child Fare ($0.002 million) with an implementation date of March 1, 2015.

Provisions for potential reductions in the average fare of $0.158 million reflect current trends in the mix of fare media used by riders.

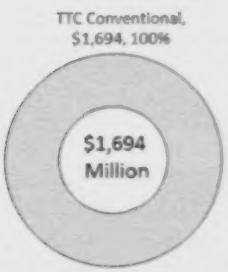
2015 Budget by Service: TTC Conventional


TTC Conventional
Conventional Transit
Conventional Transit Fleet Management
Conventional Transit Fuel & Energy Management
Conventional Transit Infrastructure & Facilities Management
Conventional Transit Management & Administration
Track & Structure Management
Stations & Buildings Management
Signals / Electrical / Communications Management

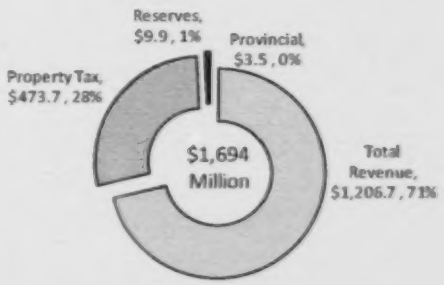
What We Do

- TTC Conventional Service provides transit bus, streetcar, subway and rapid transit to 545 million riders with service that spans 238.5 million kilometers and 9 million hours.
- Ensures mobility of approximately 2.7 million residents of the City of Toronto and additional commuters from other municipalities.
- Provides repair and preventative maintenance services for vehicles and equipment to support Conventional Transit operations and comply with legislative requirements.
- Provides fuel and energy to support Conventional Transit operations.
- Provides custodial, security, building and infrastructure maintenance and service.

2015 Service Budget by Activity ($Millions)

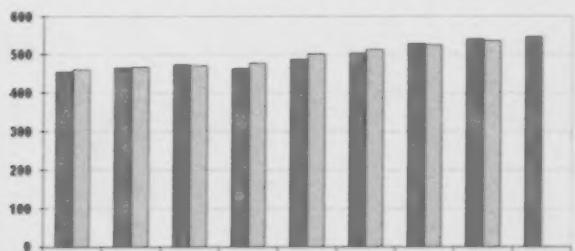


Service by Funding Source ($Millions)



Key Service Performance Measurement

TTC Conventional Ridership 2007-2015 (in



	2007	2008	2009	2010	2011	2012	2013	2014 Proj.	2015 Est.
Budgeted Ridership	454	464	473	462	487	503	528	540	545
Actual Ridership	460	467	471	477	500	514	525	535	

- Ridership is 5 million or 0.9% less than budgeted in 2014 due to severe cold temperatures experienced in January through March 2014, and the impact of planned system closures.
- The TTC's 2015 Operating Budget forecasts an increase of 1.9% or 10 million riders from the 2014 projected actual for a total of 545 million riders in 2015.

2015 Service Levels

TTC Conventional Service

Service	Activity	Type	Sub-Type	Service Level 2015
Conventional Transit		Bus Service		TBD
		Rail Service	Subway	TBD
			Streetcar	TBD
			Scarborough Rapid Transit (SRT)	TBD
		Streetcar Charter		TBD
Conventional Transit Fleet Management	Conventional Fleet Acquisition	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	Conventional Fleet Maintenance	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	Conventional Fleet Disposal	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	TTC Driver & Operator Safety			TBD
Conventional Transit Fuel & Energy Management	Conventional Fuel & Energy Acquisition	Natural Gas		TBD
		Bio-Diesel		TBD
		Gasoline		TBD
		Hydro		TBD
	Conventional Fuel & Energy Distribution	Natural Gas		TBD
		Bio-Diesel		TBD
		Gasoline		TBD
		Hydro		TBD
Conventional Transit Infrastructure & Facilities Management	Track & Structure Management	Tunnels		TBD
		Bridges		TBD
		Rail		TBD
		Right-of-way		TBD
	Stations & Buildings Management	Custodial Care		TBD
		Safety & Security		TBD
		Facilities Maintenance		TBD
	Signals/Electrical/Communications Management	Signals		TBD
		Switches		TBD
Conventional Transit Management & Administration		CEO		TBD
		Corporate Communications		TBD
		Human Resources		TBD
		Human Rights & Internal Audit		TBD
		Finance		TBD
		ITS		TBD
		Marketing & Customer Service		TBD
		Materials & Procurement		TBD
		Legal & Claims		TBD
		Pension Fund Society		TBD
		Property Development		TBD
		Revenue Operations		TBD
		Safety and Non-Departmental		TBD

City Council directed TTC staff to continue to work with City staff to establish service standards and service levels for both the TTC Conventional Service and Wheel-Trans Service.

2015 Service Budget

TTC Conventional Service

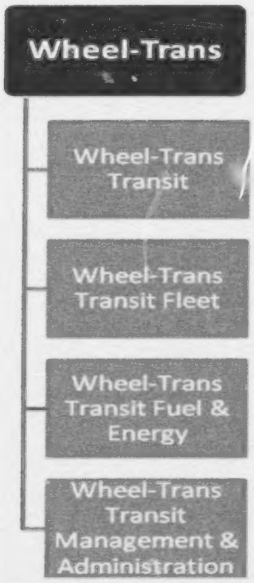
($000s)	2014 Approved Budget	2015 Operating Budget: Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		Incremental Change: 2016 Plan		2017 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Conventional Services														
Gross Expenditures	1,606,683.6	1,682,900.6	(27,770.6)	1,655,130.0	48,446.4	3.0%	38,690.3	**1,693,820.3**	87,136.7	5.4%	116,973.2	6.9%	96,200.0	5.0%
Revenues	1,166,602.6	1,172,331.7	8,975.0	1,181,306.7	14,704.1	1.3%	38,782.8	**1,220,089.5**	53,486.9	4.6%	47,237.2	3.9%	39,000.0	3.0%
Net Expenditures	440,081.0	510,568.9	(36,745.6)	473,823.3	33,742.3	7.7%	(92.5)	**473,730.8**	33,649.8	7.6%	69,736.0	14.7%	57,200.0	9.5%
Approved Positions	11,179.0	11,330.0		11,330.0	151.0	1.4%	361.0	**11,691.0**	512.0	4.6%				

The 2015 Operating Base Budget for TTC Conventional Service of $1.655 billion gross and $473.823 million net is $33.742 million or 7.7% over the 2014 Approved Net Budget.

The TTC **Conventional Service** provides transit bus, streetcar, subway, and rapid transit to 545 million riders and provides repair and preventative maintenance services for vehicles and equipment to support Conventional transit operations and complies with legislative requirements.

- The base budget pressures are primarily driven by the impact of the recently negotiated collective bargaining agreements, an increase in energy consumption, diesel fuel prices, and the anticipated opening of the Leslie Barns Streetcar Maintenance and Storage Facility in July 2015.
- Base pressures are partially offset through savings in diesel prices from hedging most of the anticipated fuel requirements at $1.04 per litre, a one-time recovery in 2015 from the TTC Stabilization Reserve to primarily offset one-time lump-sum payments in 2015 in accordance with TTC's collective bargaining agreements, the absorption of various base changes, and the reversal of accident claim costs to reflect settled accident claims consistent with TTC's historical experience.
- The 2015 Operating Budget for Conventional Services includes a 10 cent fare increase ($29.167 million) and a Metropass price adjustment ($7.000 million) that will generate revenues to offset enhanced service priorities that address ridership growth and improve transit service. The enhanced service priorities include the transfer of $13.936 million to the TTC Capital Budget to assist with the purchase of 50 buses and $3.05 million for the associated facility required to accommodate these vehicles, $2.835 million for subway service improvements, $2.476 million to fund two new leases for a warehouse and an interim bus garage, and $2.467 million net to implement a ten minute or better route network.

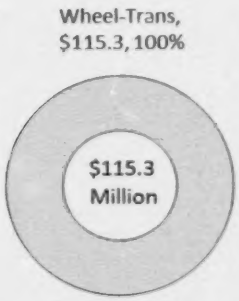
2015 Budget by Service: TTC Wheel-Trans



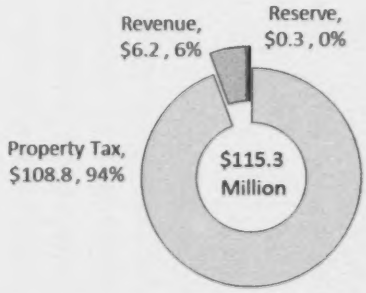
What We Do

- TTC Wheel-Trans Service provides door-to-door accessible transit service to 3.2 million riders with physical disabilities using accessible buses, contracted accessible and sedan taxis.
- Provides repair and preventative maintenance services for vehicles and equipment to support Wheel-Trans transit operations and comply with legislative requirements.
- Provides fuel and energy to support Wheel-Trans transit operations.

2015 Service Budget by Activity ($Millions)

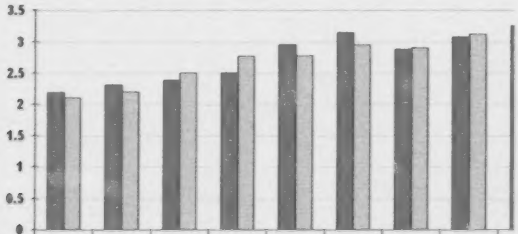


Service by Funding Source ($Millions)



Key Service Performance Measurement

TTC Wheel-Trans Ridership 2007-2015 (in



	2007	2008	2009	2010	2011	2012	2013	2014 Proj.
Budgeted Ridership	2.2	2.3	2.4	2.5	3.0	3.1	2.9	3.1
Actual Ridership	2.1	2.2	2.5	2.8	2.8	2.9	2.9	3.1

- Wheel-Trans ridership has increased by 54% since 2007 with 2.103 million riders to 3.246 million anticipated riders in 2015.
- The 2015 Operating Budget for Wheel-Trans forecasts an increase of 3.8% or 0.119 million riders from the 2014 actual, for a total of 3.246 million riders in 2015.

2015 Service Levels

TTC Wheel-Trans Service

Service	Type	Sub-Type	Service Levels 2015
Wheel-Trans Transit	Dedicated	Internal (Bus)	TBD
		Contracted (Taxi)	TBD
	Non Dedicated	Taxi	TBD
Wheel-Trans Transit Fleet Management	Bus		TBD
Wheel-Trans Transit Fuel & Energy Management	Natural Gas		TBD
	Hydro		TBD
	Diesel		TBD
Wheel-Trans Transit Management & Administration	Customer Service		TBD
	Lakeshore Garage Facility Management		TBD
	Non-departmental Inter-Corporate Support		TBD
	Senior Manager's Office		**TBD**
	Taxi Administration		**TBD**
	Reservations		**TBD**

Adjustments to Wheel-Trans Service Level Types

In 2014, there was a restructuring of Wheel-Trans Transit Management & Administration services to align management resources to improve customer service, improve daily management of operators, and implement a dedicated management team to manage the contracted taxi service. As a result, the following service types were adjusted:

- General Superintendent's Office was renamed to Senior Manager's Office;
- Accessible Services was adjusted to have dedicated positions to administer taxi contracts. In doing so, the type was renamed to Taxi Administration; and
- A Reservation group was isolated from other Transit Management & Administration types to establish a dedicated group whose primary focus is to improve telephone reservations customer service.

City Council directed TTC staff to continue to work with City staff to establish service standards and service levels for both the TTC Conventional Service and Wheel-Trans Service.

2015 Service Budget

TTC Wheel-Trans Service

	2014	2015 Operating Budget							2015 Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014 Budget	% Change	New/ Enhanced	2015 Budget			2016 Plan		2017 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Wheel-Trans Service														
Gross Expenditures	112,561.9	115,561.9	(248.8)	115,313.1	2,751.2	2.4%		115,313.1	2,751.2	2.4%	6,581.3	5.7%	7,191.8	5.6%
Revenues	5,738.8	6,028.8	485.5	6,514.3	775.5	13.5%		6,514.3	775.5	13.5%	12.8	0.2%	291.5	4.3%
Net Expenditures	106,823.1	109,533.1	(734.3)	108,798.8	1,975.7	1.8%		108,798.8	1,975.7	1.8%	6,568.5	6.0%	6,900.3	5.6%
Approved Positions	557.0	562.0		562.0	5.0	0.9%		562.0	5.0	0.9%	TBD		TBD	

The 2015 Operating Base Budget for TTC Wheel-Trans Service of $115.313 million gross and $108.798 million net is $1.976 million or 1.8% over the 2014 Approved Net Budget.

The **Wheel-Trans Service** provides door-to-door accessible transit service to 3.2 million riders with physical disabilities using accessible buses, contracted accessible and sedan taxis. The service also provides repair and preventative maintenance services for vehicles and equipment to support Wheel-Trans transit operations, and complies with legislative requirements.

- The base budget pressures are primarily driven by service adjustments to accommodate ridership growth, and impacts of the recently negotiated collective bargaining agreements, and Accessible Taxi and Sedan Taxi contracts.
- Base pressures are partially offset by a one-time recovery in 2015 from the TTC Stabilization Reserve, and savings in diesel prices by hedging 87.5% of anticipated diesel fuel requirements.
- Wheel-Trans' 2015 fare revenue will increase by $0.186 million as the fare adjustments for TTC Conventional Service will be applied to Wheel-Trans as well. Accordingly, the 2015 Operating Budget for Wheel-Trans will reflect a 10 cent fare increase, a Metropass price adjustment, and the elimination of Child Fares, effective March 1, 2015. The application of these adjustments has reduced Wheel-Trans' base pressures by $0.186 million.

Toronto Transit Commission

2015 – 2024 Capital Budget and Plan Overview

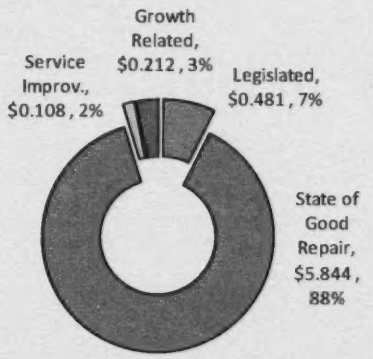
The Toronto Transit Commission delivers transit services to an estimated 545 million riders in 2015, using buses, subway trains, rapid transit trains, light rail vehicles (LRVs), and the new streetcars that began service in the fall of 2014.

The TTC is responsible for the stewardship of transit assets with a total estimated replacement value of $14.5 billion to ensure that vehicles, subway tunnels, subway track, surface track, bridges and other facility infrastructure are maintained in a state of good repair.

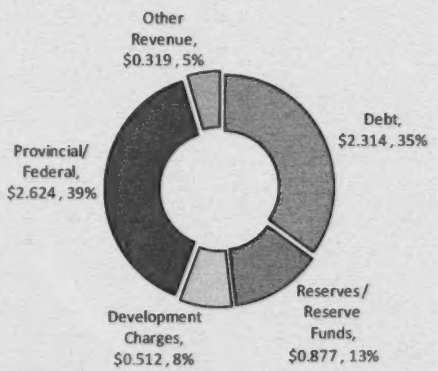
The TTC's 10-Year Capital Plan that totals $6.646 billion in funding focuses on meeting three key objectives: the replacement of existing vehicles and the addition of growth vehicles to meet ridership demand; the associated facility construction and improvements to accommodate those vehicles; and maintaining track, tunnels, bridges and buildings in a state of good repair. In addition to TTC's base capital program are projects focused on transit expansion including the Toronto-York Spadina Subway Extension and the Scarborough Subway Extension.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Billion)



2015-2014 Capital Budget and Plan by Funding Source ($Billion)



2014 Key Service Accomplishments

- There were 535 million customer journeys in 2014. Daily ridership frequently topped 1.8 million, putting ever-increasing strain on the network and reinforcing the need for sustained investment.
- TTC's Easier Access program will make all subway stations accessible to everyone, regardless of their level of mobility. To date, 32 of 69 stations are fully accessible. Elevators at Dufferin Station were opened for service in November 2014. The elevator construction at Lawrence West Station is expected to be completed in 2014. Work to make stations accessible is on-going at Woodbine, St. Clair West, and Ossington Stations. The contract for Coxwell Station was awarded in August 2014 and construction on-site is expected to commence in November 2014. The next station scheduled for completion and be fully accessible is Lawrence West in December 2014.
- As of November 2014, 57 Toronto Rocket (TR) trains (342 cars of 420 cars) were accepted into revenue service. These trains will replace the TTC's oldest subway cars, most of which date back to the 1970s, and will allow the TTC to meet future ridership demands once the Spadina Subway Extension opens for revenue service. The TRs and the re-signalling of the YUS subway line, when completed, will ultimately allow the TTC to improve subway train headways (time between trains) up to 90 seconds, as well as carry more people.
- In December 2014, TTC announced that Proof-of-Payment and all-door boarding on the 504 King Streetcar will go into effect on January 1, 2015 in an effort to improve service and reliability for almost 60,000 daily riders of the King streetcar, the TTC's busiest surface route.
- In August 2014, the TTC Board approved in principle a transit service improvement report entitled, "Opportunities to Improve Transit Service in Toronto." The report outlines nine bus and streetcar service initiatives that can be implemented in a short-to medium-timeframe that would improve quality, reliability, comfort and convenience of transit service in Toronto.
- A total of 204 new low floor streetcars will be rolled out over the next five years. The first production vehicle was delivered on May 31, 2014, and the second vehicle arrived on TTC property on July 4, 2014. Despite an 8 week labour strike at the Bombardier Plant, the launch of the new streetcars into revenue service remained on schedule and service was launched successfully on August 31, 2014 on the 510 Spadina route. The third car went into revenue service along the Spadina route in November 2014. All three vehicles are now equipped with PRESTO Smart Card technology.
- TTC is continuing to work with Metrolinx to expand the PRESTO technology across the system. The PRESTO electronic fare collection system is currently available at 15 stations.

Key Challenges & Priority Actions

Capital Plan Affordability – The TTC identified 10-Year Capital Plan requirements that totalled $9.3 billion that required $4.703 billion of debt funding which was $2.858 billion over the TTC's established debt target for the 10-year capital planning period.

TTC's 10-Year Capital Plan of $6.646 is comprised of:

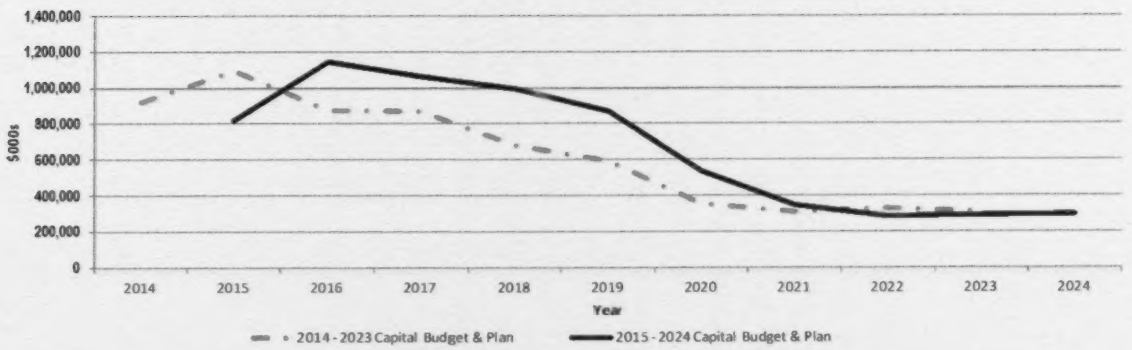
- ✓ Debt target funding of $1.845 billion.
- ✓ Increased debt funding by $469 million.
- ✓ Increased development charge funding by $139 million.
- ✓ $2.350 billion in remaining unfunded capital projects, which is decreased from $2.526 billion identified as part of the 2014 Budget Process.
- ✓ $296.464 million in funding for SOGR projects initially identified as unfunded.

2015 Capital Budget Highlights

The 2015 Capital Budget for TTC of $1.075 billion, including carry forward funding, will:

- Begin the replacement of *Orion Hybrid Bus Components* ($13.4 million), begin new scope work on *Union Station's* second platform ($4.6 million), upgrade streetcars to comply with legislative requirements ($3.2 million), and begin the *Life Extension Overhaul of 30 Articulated Light Rail Vehicles* ($5.1 million).
- Continue SOGR maintenance work on:
  - *Subway Track* ($23.4 million);
  - *Surface Track* ($23.5 million);
  - *Bridges & Tunnels* ($47.2 million);
  - *Subway Car Overhaul* ($31.5 million); and
  - *Information Technology System – Infrastructure* ($46.0 million).
- Continue to purchase 204 LRVs, 360 Subway Cars, and 105 Buses and make progress *on Leslie Barns Streetcar Maintenance and Storage Facility, Toronto Rocket Yard and Storage Track Accommodation, ATC Resignalling, Easier Access Phase III* and *Fire Ventilation*.

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	916,108	1,092,737	877,596	868,406	682,066	590,578	352,328	309,992	327,971	307,249		6,325,031
2015 - 2024 Capital Budget & Plan		819,747	1,147,510	1,062,906	992,318	868,128	536,128	346,445	285,968	291,404	295,299	6,645,853
Change %		-25.0%	30.8%	22.4%	45.5%	47.0%	52.2%	11.8%	-12.8%	-5.2%		5.1%
Change $		(272,990)	269,914	194,500	310,252	277,550	183,800	36,453	(42,003)	(15,845)		320,822

Table 1

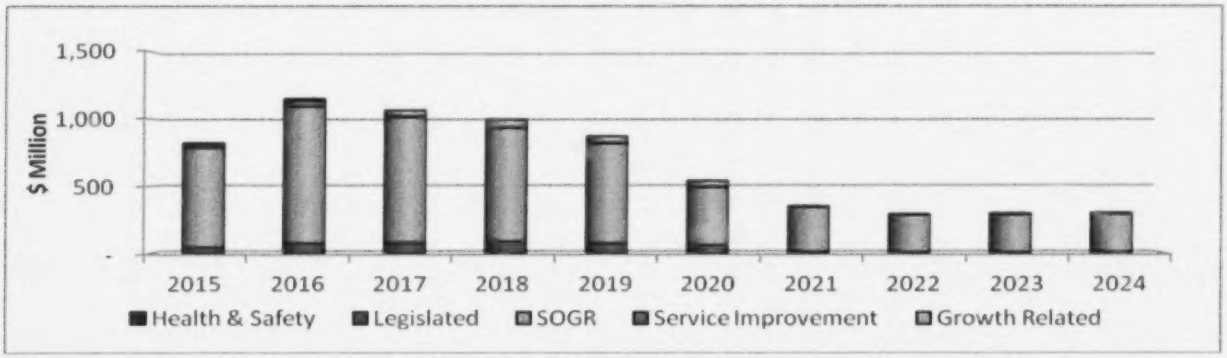
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Yards and Roads		2,011	6,716	12,515	13,665	13,422	11,544					**59,873**	
Easier Access Phase III	200,057	26,316	43,263	49,007	55,886	48,291	40,620	3,807				**267,190**	467,247
Environmental Programs		7,044	12,307	14,875	15,920	10,158	7,589	6,638	6,240	5,676	5,790	**92,237**	
Other Buildings and Structures		400	1,740	2,657	2,929	3,188	2,913	2,640	2,722	2,625	2,671	**24,485**	
Other Legislated Projects		8,855	11,482	4,138	2,272	1,356	1,299	1,361	1,488	1,481	3,812	**37,544**	
Sub-Total		**44,626**	**75,508**	**83,192**	**90,672**	**76,415**	**63,965**	**14,446**	**10,450**	**9,782**	**12,273**	**481,329**	
State of Good Repair													
Subway Track			44,275	15,865	24,606	60,856	18,091	18,901	19,553	20,195	21,043	**243,389**	
Surface Track		18,848	48,834	27,019	36,573	19,699	26,530	20,712	21,638	22,430	23,523	**265,806**	
Traction Power		13,533	19,651	19,213	16,048	15,775	11,332	11,240	11,916	13,879	14,009	**146,592**	
Power Distribution/Electric Systems		8,041	8,831	9,917	10,234	5,887	5,645	5,623	5,599	5,454	5,746	**70,977**	
Communications		17,034	27,585	23,961	15,882	10,391	6,183	2,833	5,141	5,119	5,829	**119,958**	
Signal Systems		16,781	19,112	19,181	17,281	9,987	2,587	1,196	979	1,010	1,048	**89,162**	
Finishes		8,615	18,611	20,348	10,761	1,921	1,362	925	853	800	800	**64,996**	
Equipment		18,527	35,499	40,049	29,334	29,267	31,070	23,667	15,395	9,337	6,633	**238,778**	
Bridges & Tunnels		46,204	56,651	45,869	40,267	34,085	33,670	35,921	36,647	37,374	32,044	**398,733**	
Fire Ventilation Upgrade	199,089	28,926	25,377	27,345	44,980	26,948						**153,576**	352,665
Subway Car Purchases	987,344	151,081	23,156	10,367								**184,604**	1,171,948
Subway Car Overhaul Program		15,870	30,755	34,627	17,361	17,463	17,085	16,475	12,517	12,140	12,454	**186,747**	
Computer Equipment & Software		46,113	82,240	73,368	58,071	32,774	27,884	18,706	18,358	15,713	14,048	**387,275**	
Other Buildings & Structures Projects		14,449	65,558	81,574	64,908	48,608	32,449	17,743	806	601	77	**326,773**	
Replace 40' Diesel Buses or Equivalent	113,416	27,889	62,592	71,631	59,607	62,088	61,211	60,125	63,001	65,979	69,098	**603,221**	716,637
Bus Heavy Rebuild Program - 18 Year/Mid Life		52,639	70,856	91,621	79,579	60,063						**354,758**	
Purchase of Streetcars	637,558	11,804	116,901	126,439	125,547	125,450	42,804					**548,945**	1,186,503
ATC Resignalling Project - YUS	270,667	45,360	79,895	76,114	53,954	31,226	5,619					**292,168**	562,835
ATC Resignalling Project - BD	132,417	383	1,331	14,009	26,630	29,298	34,808	36,703	47,197	50,769	57,921	**299,048**	431,465
Leslie Barns Streetcar Maintenance and Storage Facility	339,723	115,500	45,499	3,000	2,900							**166,899**	506,622
Toronto Rocket Yard & Storage Track Accommodation	70,616	34,398	69,296	54,856	77,805	102,996	53,411	43,013				**435,775**	506,391
SAP-ERP Implementation Program	1,000	2,891	21,277	18,905	11,454	7,661						**62,188**	63,188
Other State of Good Repair Projects		43,070	39,803	21,590	17,262	5,666	15,028	15,631	13,323	18,014	14,562	**203,949**	
Sub-Total		**737,956**	**1,013,585**	**926,868**	**841,044**	**738,109**	**426,769**	**329,414**	**272,923**	**278,814**	**278,835**	**5,844,317**	
Service Improvements													
Replace 40' Diesel Buses or Equivalent		13,936	13,598									**27,534**	27,534
Other Service Planning		3,836	6,570	5,835	5,636	5,035	2,635	2,035	2,035	2,035	2,035	**37,687**	
Other Buildings and Structures		8,292	16,788	2,779	831	1,359	1,539	330	330	543	700	**33,491**	
Other Service Improvement Projects		948	5,193	417	210	210	220	220	230	230	1,456	**9,334**	
Sub-Total		**27,012**	**42,149**	**9,031**	**6,677**	**6,604**	**4,394**	**2,585**	**3,113**	**16,004**	**18,011**	**108,046**	
Growth Related													
Fare System	18,392	5,598	10,365	7,665	4,678							**28,306**	46,698
McNicoll Bus Garage	3,116	537	4,000	36,100	49,247	47,000	41,000					**177,884**	181,000
Other Growth Related Projects		4,018	1,903	50								**5,971**	
Sub-Total		**10,153**	**16,268**	**43,815**	**53,925**	**47,000**	**41,000**					**212,161**	
Total Expenditures by Category		**819,747**	**1,147,510**	**1,062,906**	**992,318**	**868,128**	**536,128**	**346,445**	**286,486**	**304,600**	**309,119**	**6,645,853**	

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Annual Subway Track Rehabilitation Program)*

Chart 2

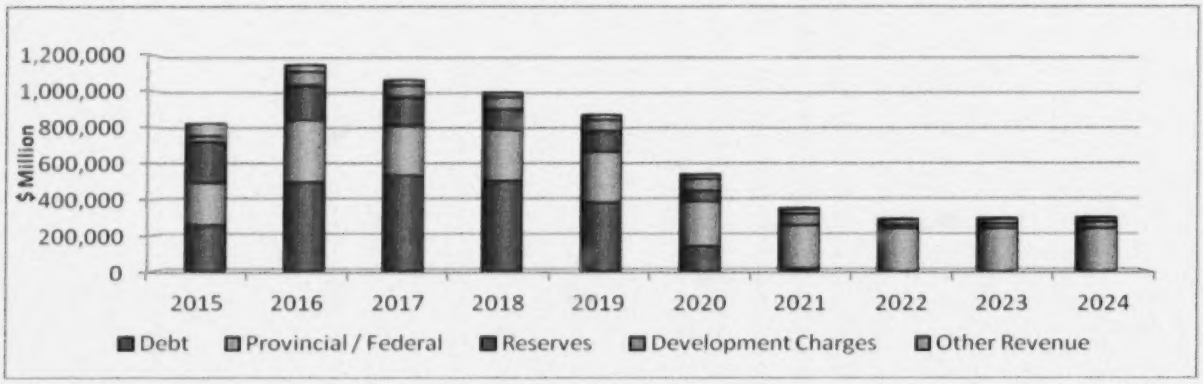
2015 – 2024 Capital Plan by Project Category



As illustrated in the chart above, the 10-Year Capital Plan for the TTC of $6.646 billion predominately provides funding for State of Good Repair projects, which represent 88% of total funding over the 10-year period.

- The TTC has identified $8.996 billion (excluding carry forwards of $255.336 million) in capital needs for the 2015-2024 period. The City has been able to identify $6.646 billion in available funding to address these needs, resulting in $2.350 billion in unfunded pressures. Unfunded pressures are discussed in further detail in Part III (Issues for Discussion – Capital Plan Affordability). Chart 2 represents the available funding for the TTC's most immediate needs.
- The 10-Year Capital Plan reflects the need for $4.891 billion or 73.6% to change of expenditures to occur in the 2015-2019 period, when most of the fleet needs will be acquired and related new fleet facility improvements must be in place.
- Of the expenditures in the first 5-year period, $4.258 billion or 87% of funding is required to maintain assets in a state of good repair. Major SOGR projects include the *Purchase of LRVs* ($506.141 million), the Yonge-University-Spadina (YUS) *ATC Resignalling* project ($286.549 million), the *Bus Heavy Rebuild Program* ($360.493 million) and the *Toronto Rocket Yard and Storage Track Accommodation* project ($339.351 million).
- Legislated projects account for 7.2% or $481.329 million of total funding for the 10-year period of which $267.190 million or 55.5% is for the *Easier Access* program; a program designated to construct and enhance accessibility features to make the TTC fully accessible by 2025.
- Growth related projects (3.2% or $212.161 million), including the *McNicoll Bus Garage Facility*, and service improvement projects (1.6% or $108.046 million), including the *Purchase of 50 Buses* for customer service initiatives, account for the remaining 4.8% of total funding.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $6.646 billion will be financed by the following sources:

- Debt, which accounts for $2.314 billion or 34.8% of the financing over the 10-year period.
  - The TTC has identified $9.013 billion (excluding carry forwards of $255.336 million) in capital needs for the 2015-2024 period. The City has been able to identify $6.646 billion in available funding to address these needs, resulting in $2.350 billion in unfunded capital work and $0.017 million of eliminated and deferred capital positions. Unfunded capital work and the elimination and deferral of capital positions is discussed in further detail in Part III (Issues for Discussion – Capital Plan Affordability).
  - The 2015-2024 Capital Plan reflects an additional $469 million debt investment to fund priority projects initially identified as unfunded that total $490.086 million, as well as subsidize a decrease in anticipated Provincial Gas Tax of $18.276 million over the 10-Year Plan. This shortfall in anticipated Provincial Gas Tax is discussed in further detail in Part III (Issues for Discussion – Capital Plan Affordability).
  - Debt funding has been accelerated to 2015-2019 to fund the most immediate needs. Due to the acceleration of future year debt, the TTC is over the original established debt guideline by $604.128 million in the first 5 year period and below the debt guideline by $135.300 million from 2020-2024.
  - The timing of TTC's required debt funding places significant pressure on the City's financing costs and on the 15% debt servicing guideline threshold.
- Reserves constitute $817.031 million or 16.7% of required funding in the first 5 years and $876.948 million or 13.2% over the 10-year period.
  - City reserves will provide funding from the Capital Financing Strategy which includes the use of surplus operating funds in accordance with the City's surplus management policy, Build Toronto and one-time TPA dividends and anticipated contributions from the Federal/Provincial government.
  - This funding is assumed for new streetcar and subway car related projects, which have exerted much of the pressure on the TTC's Capital Program, as well as other SOGR projects such as *Bridges and Tunnels, Equipment, Subway Track, Other Buildings and Structures,* and *Signal Systems.*
- Development Charges (DCs) represent $302.849 million or 6.2% of required funding in the first five years and $511.664 or 7.7% over the 10-year period.

- DC funding has increased by $138.844 million or 39.1% from the 2014-2023 Approved Capital Plan to accommodate the increasing need of funding for growth related projects, such as the *McNicoll Bus Garage Facility* and the *Purchase of Buses*. These projects have been reviewed to ensure that development charge funding is applied to the fullest extent based on project eligibility and funding available under rates approved as part of the 2013 DC By-law.
- As a result of increased DC funding, the remaining portion of the cost of 165 of 380 buses totaling $138.844 million has been included in the 2015-2024 Capital Plan that was previously an unfunded priority.

- Federal and Provincial funding amounts to $1.644 billion or 24.7% and $980.464 million or 14.8% of all financing for the 2015 - 2024 Capital Budget and Plan, respectively. Combined funding from these 2 orders of government contributes $2.624 billion or 39.5% to TTC's capital needs over the 10-year period.
  - As part of the Capital Financing Strategy, it is anticipated that both Federal and Provincial funding programs will resume.
- Capital financing from other sources of revenue is predominately comprised of funding by the TTC through depreciation, which constitutes $277.267 million applied evenly over the 10-year period. Also included in this funding category is $41.490 million in Capital from Current funding of which $19.172 million is contributed directly from the TTC Operating Budget towards the purchase of 50 buses in 2015 and 2016 that will accommodate ridership growth and support service enhancements included in the 2015 Operating Budget.

Table 2
Net Operating Impact Summary (In $000s)

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Fare System	682.0	9.9	(613.0)	(7.0)	13.0		1.0		(784.0)	(10.0)	(701.0)	(7.1)	(701.0)	(7.1)
Communications	144.0	1.0	236.0	2.6	103.0	1.0	(78.0)		(80.0)		325.0	4.6	308.0	4.6
Signal Systems	110.0	0.3	57.0	0.2	110.0	0.6	17.0		16.0		310.0	1.1	398.0	1.1
Equipment	59.0		1.0		1.0		1.0		1.0		63.0		68.0	
Fire Ventilation Upgrade	16.0								8.0		24.0		40.0	
Purchase of Articulated Buses	(5,400.0)	(61.1)		(1.4)							(5,400.0)	(62.5)	(5,400.0)	(62.5)
Subway Car Overhaul Program			(3.0)		(3.0)		(3.0)		(3.0)		(12.0)		(28.0)	
Fare Handling Equipment	(212.0)	(3.0)									(212.0)	(3.0)	(212.0)	(3.0)
Information Technology System - Infrastructure	2,659.0	29.1	320.0	3.7	1,600.0	11.0				3.0	4,579.0	46.8	4,579.0	48.3
Easier Access Phase III	42.0	0.8			31.0	0.7	125.0	2.4	73.0	1.5	271.0	5.4	648.0	12.8
Other Service Planning	86.0	(3.0)	38.0	(2.0)	(17.0)	(2.0)	(34.0)	(2.0)	94.0		167.0	(9.0)	167.0	(9.0)
Total (Net)	**(1,814.0)**	**(26.0)**	**36.0**	**(3.9)**	**1,838.0**	**11.3**	**29.0**	**0.4**	**(675.0)**	**(5.5)**	**(586.0)**	**(23.7)**	**(133.0)**	**(14.8)**

The 10-Year Capital Plan will reduce future year Operating Budgets by a total of $0.133 million net over the 2015 – 2024 period, as shown in the table above.

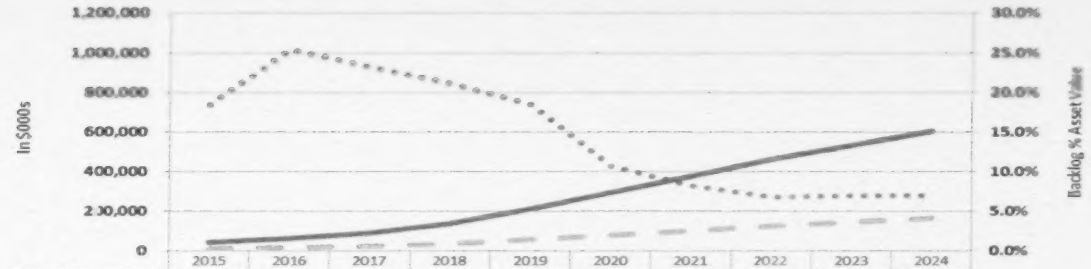
Approved permanent positions will decrease by 14.8 over the 10-year period. This is comprised of savings arising from completed capital projects, including:

- *Purchase of Articulated Buses:* The TTC continues to receive its new fleet of 153 articulated buses that will reduce annual operating costs by approximately $5.4 million once all of these vehicles are introduced into service. The articulated buses provide efficiencies in operator and maintenance requirements by operating fewer buses on certain routes. These vehicles began servicing customers in 2014.

- *Fare System*: Combined savings of $0.701 million from 2015-2024 as PRESTO electronic fare devices are implemented across transit stations. Once completed, savings in the operating costs will occur through saving experienced by other TTC fare collection operating savings.
- *Information Technology System-Infrastructure*: Combined costs of $4.579 million from 2015-2024 will be required to increase systems maintenance, licensing, and fees.*Communications*: Combined cost of $0.308 million from 2015-2024 mostly from the *Train Door Monitoring* project will be realized. Once completed, this project will eventually allow for one person train operation, thereby reducing the number of operators required for subway service.

City Council has directed TTC staff to report back to Budget Committee prior to the 2016 budget process to identify the full operating impacts from the SAP-ERP Implementation Program, and the PRESTO fare system.

Chart 4
SOGR Funding & Backlog (In $000s)

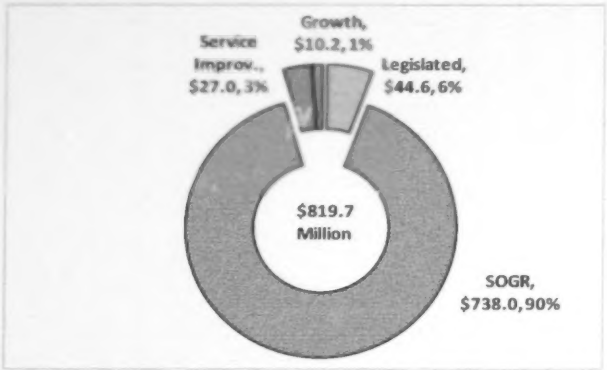


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	737,956	1,013,585	926,868	841,044	738,109	426,769	329,414	272,923	278,814	278,835
Accumulated Backlog Est.	45,000	65,000	90,215	136,807	213,101	294,899	377,976	463,530	532,902	602,992
Backlog % of Asset Value	0.3%	0.4%	0.6%	0.9%	1.5%	2.0%	2.6%	3.2%	3.7%	4.2%

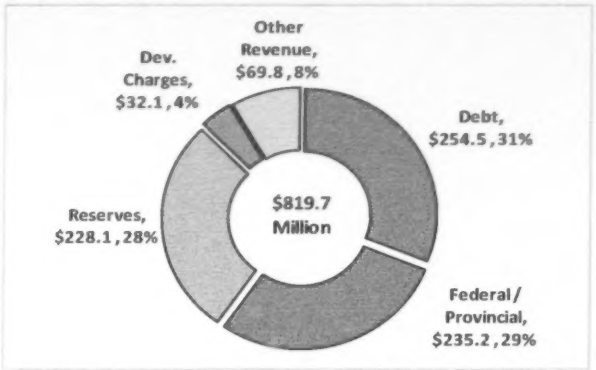
The 10-Year Capital Plan dedicates $5.844 billion to SOGR spending over the 10-Year Capital Plan, of which $4.258 million or 72.9% of spending is in the first five years.

- The replacement value of TTC's assets is estimated at $14.5 billion, based on replacement costs, incorporating bridges, tunnels, buildings, yards, roads, and subway and surface track. A large portion of TTC's infrastructure is more than 50 years old.
- At the end of 2014, TTC had a backlog of SOGR work for infrastructure renewal estimated at $30 million, representing 0.2% of the asset replacement value. A backlog of TTC's SOGR capital projects was established in the 2014-2023 Approved Capital Plan. The following was used to establish and maintain the accumulated backlog of SOGR projects for the TTC.
  - TTC's annual capital spend rate is typically around 70%. The City's Financial Planning staff analyzed TTC's capacity to spend by project based on historical spending and identified opportunities to reduce cash flow funding and timing for various SOGR projects based on TTC's spending rate. The cash flow funding being reduced was placed "below the line" to establish an SOGR backlog.
  - Most ongoing SOGR programs are being funded in the TTC's 2015-2024 Capital Plan. The projects below have been reduced based on TTC's capacity to spend. Driving the SOGR backlog is TTC's inability to spend 100% of approved cash flow funding each year on certain projects. The backlog represents SOGR funding that may not be spent and therefore may not affect the completion of required SOGR work in any given year. The SOGR backlog is managed and revisited each year to ensure critical SOGR work is funded.
- The delay of significant investments in infrastructure renewal projects will increase the backlog of SOGR work to $602.992 million by year-end 2024, representing 4.2% of the asset replacement value.

2015 Capital Budget by Project Category ($Millions)



2015 Capital Budget by Funding Source ($Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $819.747 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Legislated ($44.626 million, 5.5%)*
  - The *Easier Access Phase III* project is the most significant Legislated project, requiring funding of $26.316 million in 2015.
- *State of Good Repair (SOGR) ($737.956 million, 90.0%)*
  - The *Purchase of Subway Cars* is the largest SOGR project requiring funding in 2015 of $151.081 million, followed by the *Leslie Barns Streetcar and Maintenance Facility* project requiring funding of $115.508 million in 2015.
- *Service Improvements ($27.012 million, 3.3%)*
  - *The* purchase of 50 additional buses to accommodate customer service initiatives is the largest *Service Improvement* project, requiring funding of $13.936 million in 2015.
- *Growth ($10.153 million, 1.2%)*
  - The largest Growth Related project for 2015 is the *Fare System* – PRESTO project for $5.598 million)

The 2015 Capital Budget is financed primarily by:

- *Debt ($254.460 million, 31.0%)*
  - Debt funding is below the debt affordability guideline of $453.552 million due to the deferral of spending for specific projects as a result of delays and slippage of work.
- *Reserves ($228.086 million, 27.8%)*
  - City reserves contribute from the Capital Financing Strategy. This funding is allocated to various SOGR projects including *Leslie Barns Streetcar Maintenance and Storage Facility,* and the *Toronto Rocket Yard and Storage Track Accommodation.*
- *Provincial and Federal Grants and Subsidies ($235.228 million, 28.8%)*
  - Provincial funding of $83.028 million or 10.2% and Federal funding of $152.2 million or 18.6% goes towards major projects such as *Leslie Barns Streetcar and Maintenance Facility,* the *Purchase of Buses*, and the *Easier Access* project.
- *Development Charges ($32.131 million, 3.9%), and Other Revenues ($69.842 million, 8.5%)* fund the remaining 2015 Capital Budget.

Toronto Zoo

2015 Operating Budget Highlights

The total cost to operate the Toronto Zoo in 2015 is $50.563 million gross and $11.708 million net as shown below.

(in $000's)	2014 Budget	2015 Budget	Change $	Change %
Gross Expenditures	51,755.8	50,562.9	(1,192.9)	(2.3%)
Gross Revenues	40,312.5	38,855.1	(1,457.4)	(3.6%)
Net Expenditures	**11,443.4**	**11,707.8**	**264.5**	**2.3%**

Significant budget pressures continue to face the Toronto Zoo in 2015. To partially offset these pressures, several new revenue enhancement initiatives are being undertaken in 2015.

2015 Operating Budget Overview

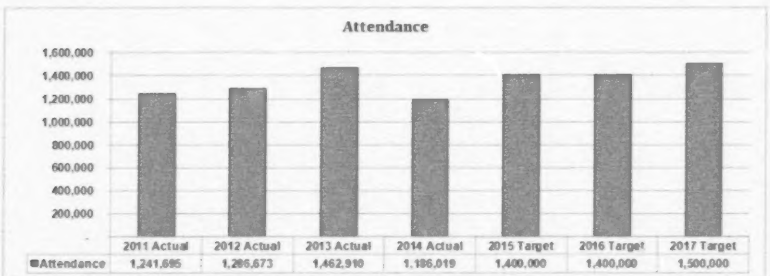
The Toronto Zoo is one of the largest zoos in the world, housing and caring for 5,000 animals over 710 acres and focused on activities that nurture a culture to protect wildlife. The Zoo offers full year access to seven bioregion displays with over 10 kilometers of walking trails, including gift shops, exhibits, rides and guest services.

Fast Facts

- The new TundraAir Zipline opened in July and has been very popular with visitors, with almost 17,000 riders in July and August alone.
- The Giant Panda Experience and other innovative shorter-term exhibit offerings have always stimulated visitor interest and assisted the Zoo in the effort towards ensuring a dynamic visitor experience.

Trends:

Toronto Zoo Attendance



- The trend in attendance has been down since the inception of the Panda Exhibit in 2013.
- It has been challenging to grow attendance figures, particularly given the 34 extreme cold weather alerts issued by the City last winter.
- Attendance Levels in 2015 are anticipated to be consistent with the third year of the Panda plan approved in 2013.

2014 Key Service Accomplishments

- Maximized the opportunity for success of the Artificial Insemination (AI) process for Er Shun, our female Giant Panda, with final outcome to be confirmed in 2015;
- Successfully transitioned the Giraffes to their new exhibit at the cornerstone of the southern side of the African Savanna;
- Completed the pre-qualification process in preparation to issue the tender request for the Wildlife Health Centre in the early summer of 2014 with the tender awarded in November, with construction scheduled to commence in early 2015;
- Finalized construction on the of the Eurasia Wilds of the North Zoo Site Redevelopment project for re-opening in late summer 2014;
- Initiated the process for continued accreditation with Canada's Accredited Zoos and Aquariums (CAZA);
- Successfully opened the new Tundra Air ride for visitors to enjoy a unique zip-line type experience and view of the Arctic wolves and polar bears.
- Made improvements to guest services through wayfinding and signage.

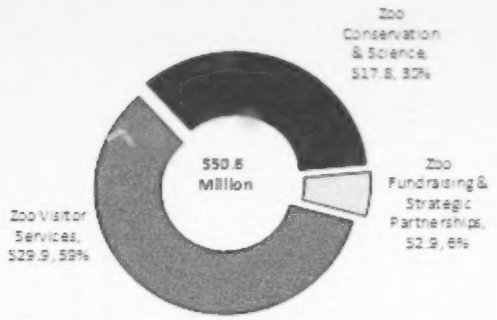
Our Service Deliverables for 2015

Toronto Zoo is responsible for over 5,000 animals representing seven zoogeographic regions, as a dynamic and exciting action centre that inspires to love, respect and protect wildlife and wild spaces. The 2015 Operating Budget will fund:

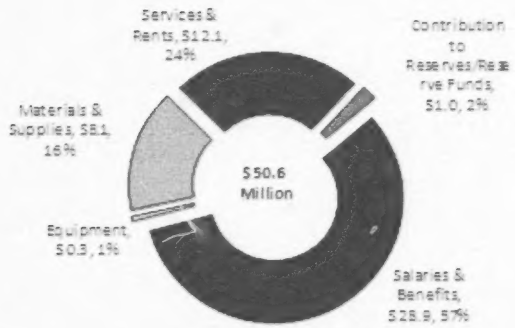
- Continuation of the Panda Exhibit into its 3rd year as a part of a five-year commitment that signed with the Chinese government to provide two giant pandas to the Toronto Zoo for exhibition and research study.
- Achievement of high-level of visitor satisfaction through:
  - Highly interactive / experimental educational programming;
  - The first full-year visitor experience for the revitalized Eurasia Wilds;
  - Winter-based activities to stimulate attendance in the non-peak season.
- Completion of the 2015 Strategic Plan as the basis for a new Capital Master Plan and governance structure review.

Where the money goes:

2015 Budget by Service $50.6 Million

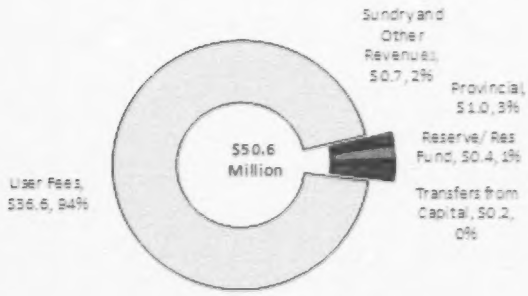


2015 Budget by Expenditure Category


Services & Rents, $12.1, 24%
Contribution to Reserves/Reserve Funds, $1.0, 2%
Materials & Supplies, $8.1, 16%
$50.6 Million
Equipment, $0.3, 1%
Salaries & Benefits, $28.9, 57%

Where the money comes from:

2015 Budget by Funding Source


Sundry and Other Revenues, $0.7, 2%
Provincial, $1.0, 3%
Reserve/ Res Fund, $0.4, 1%
Transfers from Capital, $0.2, 0%
User Fees, $36.6, 94%
$50.6 Million

Our Key Challenges & Priority Actions

- *Governance and Planning Challenges*
  - ✓ Commence implementation of the new five-year Strategic Plan.
  - ✓ Commence work on the new Capital Master Plan.
  - ✓ Establish independent fundraising foundation and leadership to focus on campaign to raise funds for capital projects, exhibit improvements and conservation and education programs.
  - ✓ Obtain / maintain accreditation with various accreditation authorities.
- *Attracting Visitors to Toronto Zoo*
  - ✓ Clearly define and communicate messaging of the Toronto Zoo's leadership role in conservation and education.
  - ✓ Pursue all available grants to deliver optimal conservation and research programs.
  - ✓ Leverage impact of Pan Am Games to attract visitors to the Toronto Zoo.
  - ✓ Enhance the guest experience to increase attendance and involvement in Zoo programs.
  - ✓ Re-invest in Toronto Zoo operations to meet the evolving needs of animals, plants, staff and visitors.
  - ✓ Continue implementation of the Zoo's "green plan" with initiatives for 2015.

2015 Operating Budget Highlights

- The 2015 Operating Budget for Toronto Zoo of $50.563 million gross, $11.708 million net will provide funding for:
  - ✓ *Zoo Conservation & Science* ($17.800 million gross; $15.805 million net).
  - ✓ *Zoo Fundraising & Strategic Partnerships* ($2.891 million gross; $0.240 million net surplus).
  - ✓ *Zoo Visitor Services* ($29.872 million gross; $0.125 million net surplus).

Program Map

Toronto Zoo

The Toronto Zoo will be a dynamic and exciting action centre that inspires people to love, respect and protect wildlife and wild spaces.

Zoo Visitor Services

Purpose:

- To provide a unique visitor experience that is fun, safe, welcoming, memorable, and interactive, while facilitating close, personal interaction among family members and friends, inspired by the Zoo's compelling wildlife collection and its commitment to sustainable living, ultimately inspiring people to love, respect and protect wildlife and wild spaces.

Zoo Fundraising & Strategic Partnerships

Purpose:

- To develop, plan and execute all fundraising programs and activities in two distinct program areas; Annual Fund and Capital Campaign, while building strategic relationships and realizing fundraising capacity.

Zoo Conservation & Science

Purpose:

- To emphasize the role of zoos in providing leadership in conservation and sustainability programs including the preservation of endangered plants and animal species and threatened natural areas while emphasizing zoogeographical exhibits of habitats, the stewardship role of the human species in managing our planet, and the mainetnance of biodiversity and natural econsystems.
- To provide compelling education and outreach experiences, delivered through programs, curricula and teaching strategies that support the Toronto Zoo's mission and efforts to save wildlife and inspire care for the world's natural heritage, with a focus on teachers, students and the general public locally and nationally to affect change in attitudes about wildlife and therefore motivate individuals to make sound environmental choices toward ensuring a sustainable future.

Service Customers

Zoo Visitor Service

- Zoo Visitor
- Schools
- Local Organizations
- Tour Gruops
- Strategic Partners
- Local Business Community
- Local Hotels and Restaurants
- Transit Services

Zoo Fundraising & Strategic Partnerships

- Businesses and Corporations
- Corporate Business Sponsors / Alliances
- Media Partners
- Federal and Provincial Governments
- Not for Profit Organizations
- Universities & Colleges

Zoo Conservation & Science

- Zoo Keepers
- Zoo Researchers
- Federal and Provincial Governments
- Universities, Colleges, and Wildlife Societies
- Zoological Institutions & Accrediting Bodies
- Environmental Organizations
- Wildlife Collection

Table 1

2015 Operating Budget and Plan by Service

	2014		2015 Operating Budget					Incremental Change 2016 and 2017 Plan			
(In $000s)	Approved Budget	Actual	2015 Base	2015 New/Enhanced	2015 Budget	2015 vs. 2014 Budget Approved Changes		2016		2017	
By Service	$	$	$	$	$	$	%	$	%	$	%
Zoo Conservation & Science											
Gross Expenditures	17,404.8	16,614.4	17,799.9	-	17,799.9	395.1	2.3%	505.3	2.8%	221.9	1.2%
Revenue	1,945.0	1,627.5	1,945.0	50.0	1,995.0	50.0	2.6%				
Net Expenditures	15,459.8	14,986.9	15,854.9	(50.0)	15,804.9	345.1	2.2%	505.3	3.2%	221.9	1.4%
Zoo Fundraising & Strategic Partnerships											
Gross Expenditures	2,846.5	1,179.7	2,890.7		2,890.7	44.2	1.6%	52.1	1.8%	17.6	0.6%
Revenue	3,130.6	1,435.9	3,130.6		3,130.6	-					
Net Expenditures	(284.1)	(256.2)	(239.9)	-	(239.9)	44.2	(15.6%)	52.1	(21.7%)	17.6	(7.9%)
Zoo Visitor Services											
Gross Expenditures	31,504.6	29,129.4	29,800.8	71.5	29,872.3	(1,632.3)	(5.2%)	245.9	0.8%	2,434.3	7.5%
Revenue	35,236.9	42,955.6	33,526.0	203.5	33,729.5	(1,507.4)	(4.3%)			2,299.9	6.4%
Net Expenditures	(3,732.3)	(13,826.2)	(3,725.2)	(132.0)	(3,857.2)	(124.9)	3.3%	245.9	(6.4%)	134.5	-3.6%
Total											
Gross Expenditures	51,755.8	46,923.5	50,491.4	71.5	50,562.9	(1,192.9)	(2.3%)	803.3	1.6%	2,673.9	5.0%
Revenue	40,312.5	46,019.0	38,601.6	253.5	38,855.1	(1,457.4)	(3.6%)			2,299.9	5.6%
Total Net Expenditures	11,443.4	904.5	11,889.8	(182.0)	11,707.8	264.5	2.3%	803.3	6.9%	374.0	3.1%
Approved Positions	410.2	398.2	400.6	1.9	402.5	(7.7)	(1.9%)	-		8.9	2.2%

The 2015 Operating Budget for Toronto Zoo is $50.563 million gross and $11.708
The net budget increased by $0.265 million or 2.3% due to the following:

- Base expenditure pressures of $1.127 million and base revenue adjustments of $0.500 million (visitor parking fee) and $0.180 million (Conservation Carousel) bring the 2015 Base Budget to $11.890 million net or 3.9% over the 2014 Approved Budget of $11.443 million net.
- The 2015 Operating Budget includes net revenues of $0.182 million for New and Enhanced Services including;
  - ✓ The TundraAir Zipline Ride, a newly added attraction for visitors as a revenue enhancement strategy at Toronto Zoo which results in additional expenditures of $0.072 million and generate $0.132 million in incremental net revenues.
  - ✓ Revenue from the ground lease agreement with ZooShare Biogas Co-operative Inc. for a biogas facility constructed on Zoo-managed lands. The ZooShare facility showcases best practices in biogas and waste management to the public and is consistent with the Zoo's own education mandate. Incremental net revenue of $0.050 million is anticipated.
- The 2016 and 2017 Plans reflect the combined effect of the increased OMERS budget adjustment phase-in in 2016, the end of the collective agreements in the first quarter in 2017 and COLA for only the one quarter, as well as increased temporary staffing in 2017 to reflect increased attendance for the final year of the Panda Exhibit.

Table 2

2015 Total New & Enhanced Service Priorities Summary

Description ($000s)	New and Enhanced				Total Service			Incremental Change			
	Zoo Conservation & Science		Zoo Visitor Services		$	$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
New/Enhanced Service Priorities											
New Fees											
TundraAir Ride			71.5	(132.0)	71.5	(132.0)					
Biogas Facility Contract Revenue		(50.0)				(50.0)	1.9				
Total		(50.0)	71.5	(132.0)	71.5	(182.0)	1.9				

New and Enhanced Service Priorities ($0.072 million gross & $0.182 million net revenue) as follows:

- *Zoo Conservation & Science* – ZooShare Biogas Co-operative revenue contribution of $0.050 million in incremental net revenues from the processing of the Zoo's organic wastes on site started in 2015.
- *Zoo Visitor Services* - TundraAir Zipline Ride, the newly added and well-received attraction for visitors is expected to provide net revenue of $0.132 million.

Table 3

2016 and 2017 Plan by Program

Description ($000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
COLA and Fringe Benefits	162.4		162.4	2.8%		(269.8)		(269.8)	(4.6%)	
Progression Pay & Step Increases	33.6		33.6	34.8%		4.5		4.5	3.4%	
Operating Expense - one time OMERS contribution increase	375.0		375.0							
Agency Base Salaries	232.2		232.2	1.0%		639.4		639.4	2.7%	
Sub-Total	803.3		803.3			374.0		374.0		
Anticipated Impacts:										
Panda Budget Changes						2,299.9	2,299.9			
Sub-Total						2,299.9	2,299.9			
Total Incremental Impact	803.3		803.3			2,673.9	2,299.9	374.0		

Future year incremental costs are primarily attributed to the following:

Known Impacts

- Cost of Living Adjustment and fringe benefits will increase by $0.162 million in 2016. Due to timing of collective agreement ending in first quarter 2017, no amount for the balance of that year is included.
- Progression pay and step increases are anticipated to be $0.034 million in 2016 and $0.005 million in 2017.
- Base salaries increase $0.232 million in 2016 and $0.639 million in 2017. The significant increase in 2017 reflects the temporary complement ramp up for the final year of the Panda Exhibit when attendance numbers are expected to increase.
- OMERS contribution budget adjustment adds an incremental increase of $0.375 million in 2016.

Anticipated Impacts

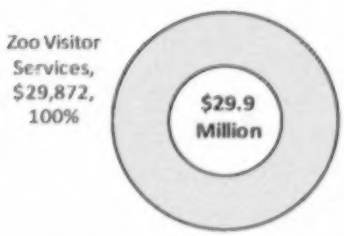
- The Panda Exhibit in 2017, the last year of the Exhibit is projected to cost $2.300 million gross, $0.0 million net.

2015 Budget by Service: Zoo Visitor Services

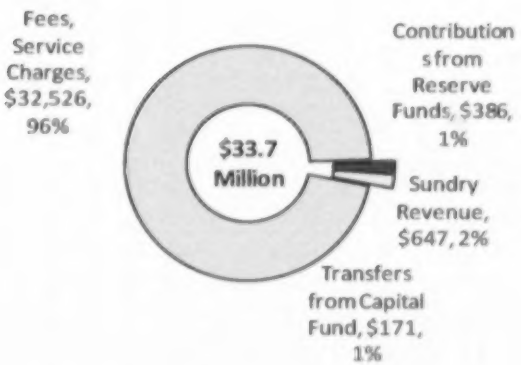
What We Do

- Provide a unique visitor experience that is fun, safe, welcoming, memorable, and interactive, while facilitating close, personal interaction among family members and friends, inspired by the Zoo's compelling wildlife collection and its commitment to sustainable living, ultimately inspiring people to love, respect and protect wildlife and wild spaces.

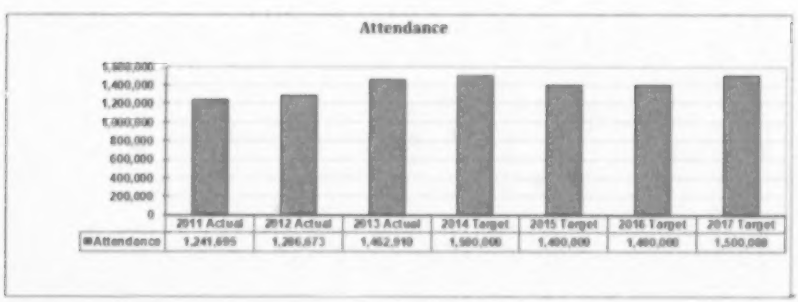
2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)


Fees, Service Charges, $32,526, 96%
Contributions from Reserve Funds, $386, 1%
$33.7 Million
Sundry Revenue, $647, 2%
Transfers from Capital Fund, $171, 1%

Toronto Zoo Attendance



- 2015 Attendance decrease of 100,000 visitors versus 2014 to level anticipated in the 5-year plan for the Panda Exhibit.
- 2016 levels anticipated to be consistent with 2015 and 2017 will increase to 1,500,000 for the final year of the exhibit.

2015 Service Levels
Visitor Services

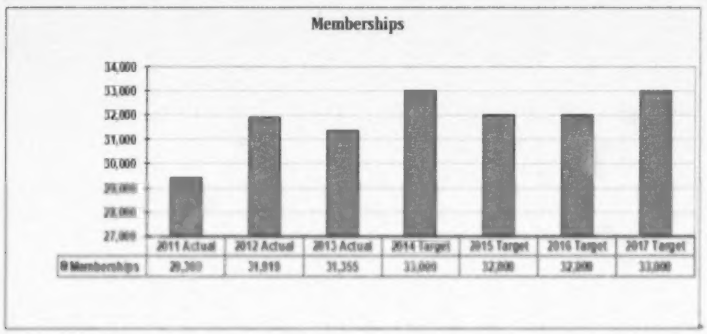
Activity Type	Status	Service Level	
		2014	2015 Recommended
General Admission - Admissions	Approved	1,500,000 Visitors	1,400,000 Visitors
General Admission - Parking	Approved	Facilitate parking for 300,000 cars	Facilitate parking for 300,000 cars
General Admission - Membership Services	Approved	Achieve 33,000 household memberships	Achieve 33,000 household memberships
General Admission - Rides & Retail	Approved	Achieve revenue of $2.97 per visitor in retail sales	Achieve revenue of $2.97 per visitor in retail sales
General Admission - Food & Restaurants	Approved	Achieve revenue of $4.35 per visitor in food sales	Achieve revenue of $4.35 per visitor in food sales
Facility Rentals - Personal / Family Occasions / Events	Approved	Under development	Under development
Facility Rentals - Corporate Retreats	Approved	Under development	Under development

Visitor Services will strive to attain 1,400,000 visitors, down from the 1,500,000 budgeted level for 2014, but still well above the trending actual attendance in 2014 which was adversely impacted by 34 extreme cold weather alerts issued by the City of Toronto in the winter and less than optimal temperature and precipitation levels that resulted in the second-coldest two-month summer combo (July – August) in 55 years.

All other 2015 Service Levels will remain consistent with the approved 2014 Service Levels.

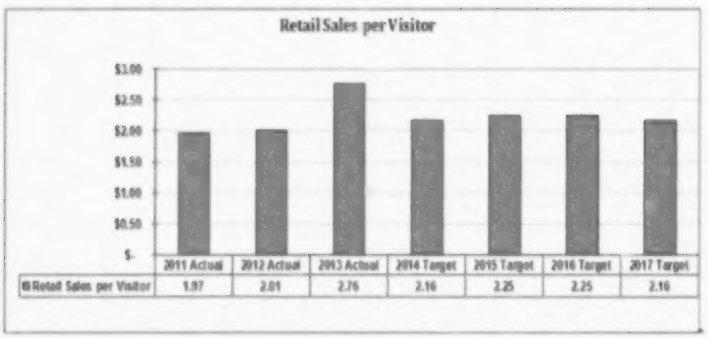
Service Performance

Visitor Services
Memberships



- Membership levels in 2015 anticipated to return to levels consistent with 2013 experience.
- Trend in Membership levels is correlated to attendance expectations.

Visitor Services
Retail Sales per Visitor



- Increase in 2015 versus 2014 reflects the impact of the anticipated stability in revenue combined with the expected decrease in attendance associated with year three (3) of the five (5) year plan for the giant Panda exhibit.
- Retail Sales per Visitor anticipated to remain at same levels in 2015 and 2016 due to consistent revenue and attendance levels.

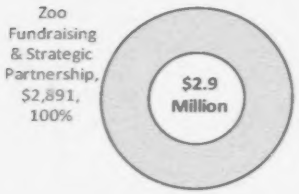
2015 Budget by Service: Zoo Fundraising and Strategic Partnerships

Zoo Fundraising & Strategic Partnerships

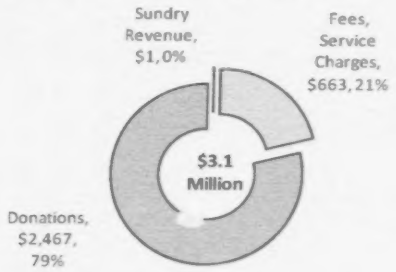
What We Do

- Develop, plan, and execute all fundraising programs and activities in two distinct program areas; Annual Fund and Capital Campaign, while building strategic relationships and realizing fundraising capacity.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels

Zoo Fundraising and Strategic Partnerships

Activity Type	Status	Service Level	
		2014	2015 Recommended
Annual Fundraising	Approved	0% increase in Fundraising dollars	0% increase in Fundraising dollars
Capital Campaign	Approved	0% increase in Capital Fundraising dollars	0% increase in Capital Fundraising dollars
Strategic Partnerships	Approved	2% growth in partnerships	2% growth in partnerships
Sponsorships	Approved	2% growth in sponsorship funding	0% growth in sponsorship funding

Zoo Fundraising & Strategic Partnerships targeted 2% growth in sponsorship funding in 2014, stabilizing at similar levels in 2015.

All other 2015 Service Levels will remain consistent with the approved 2014 Service Levels (0% increase/growth).

2015 Budget by Service: Zoo Conservation and Science

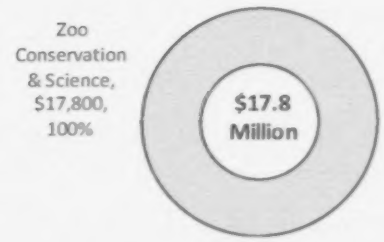
Zoo Conservation & Science

What We Do

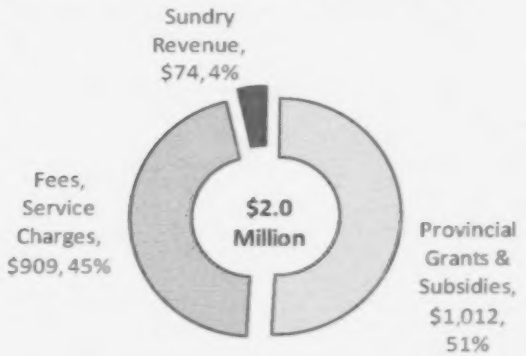
- Emphasize the role of zoos in providing leadership in conservation and sustainability programs including the preservation of endangered plant and animal species and threatened natural areas while emphasizing zoogeographical exhibits of habitats, the stewardship role of the human species in managing our planet, and the maintenance of biodiversity and natural ecosystems.

- Provide compelling education and outreach experiences, delivered through programs, curricula and teaching strategies that support the Toronto Zoo's mission and efforts to save wildlife and inspire care for the world's natural heritage, with focus on teachers, students, and the general public locally and nationally to affect change in attitudes about wildlife and therefore motivate individuals to make sound environmental choices towards ensuring a sustainable future.

2015 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2015 Service Levels
Zoo Conservation and Science

Activity Type	Status	Service Level	
		2014	2015 Recommended
Zoo conservation and sustainability	Approved	Promote public understanding of unique role the Zoo plays in conservation and research.	Promote public understanding of unique role the Zoo plays in conservation and research.
Teacher Workshops	Approved	Provide workshops for 3,000 teachers	Provide workshops for 3,000 teachers
Off Site classes and lectures	Approved	Under development	Under development
On Site classes and lectures	Approved	Host 10,000 students for on-site workshops.	Host 10,000 students for on-site workshops.
Bush Camps (overnight)	Approved	Host over night camps for 3,000 campers	Host over night camps for 3,000 campers
Zoo Camps (ages 4 – 16)	Approved	Host day camp for 2,000 campers	Host day camp for 2,000 campers
Zoo Volunteer Outreach	Approved	Deliver 60 volunteer outreach sessions.	Deliver 60 volunteer outreach sessions.

All Zoo Conservation and Science Service Levels for 2015 remain consistent with the approved 2014 Service Levels.

Toronto Zoo's performance measures are based on volume, customer service quality, and community input.

Toronto Zoo

2015 – 2024 Capital Budget and Plan Overview

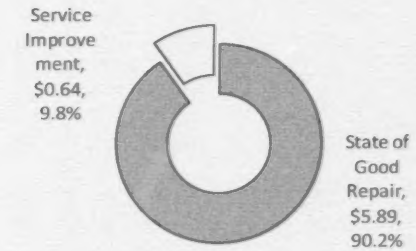
The Toronto Zoo is one of the largest zoos in the world, housing and caring for 5,000 animals over 710 acres with an asset value of $330 million. The Zoo offers full year access to seven bioregion displays with over 10 km of walking trails as well as gift shops, exhibits, rides and guest services.

The Toronto Zoo's 10-Year Capital Plan focuses on improvements which will enhance visitor experiences and ensure continued compliance with zoological accreditation standards. To achieve this, the Zoo's 2015-2024 Capital Budget and Plan includes both state of good repair (SOGR) and service improvement projects.

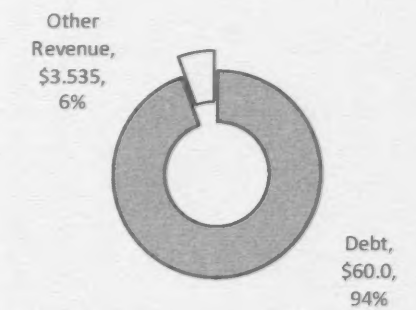
In 2015, a new Capital Master Plan will be completed for the Zoo, which will guide future Capital Plan updates and support ongoing animal care and visitor service enhancements.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)



2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

- Completed the *Giraffe House Transition*, converting old elephant holding onto a new indoor exhibit and outdoor paddock for the giraffes.
- Completed the design and tendering for the new *Wildlife Health Centre*, with construction planned to start in early 2015.
- Completed the construction of the *North Zoo Site - Eurasia Wilds*.
- Continue the *Information Systems* project to replace outdated computer hardware, replace Zoo network extensions and implement digital signage.
- Continue the *Building and Services* project to address deteriorated skylights and roofs on pavilions.
- Continue the *Grounds and Visitor Improvements* project to implement recommendations to meet AODA requirements as well as signage and visitor circulation improvements.
- Began work to convert the old giraffe holding to a new site for *African Hoofstock (Watusi)*.

Key Challenges & Priority Actions

CAZA Accreditation and Current Animal Care Standards Upgrades – update and renovate facilities to meet animal care standards and as well as visitor expectations.

- ✓ Construction of the new Wildlife Health Centre - 2015 -2017
- ✓ Orangutan Outdoor and Indoor Exhibits – plan & design in 2016, construction to follow
- ✓ Hippo House and Exhibit Refurbishment on one of the original 1973 structures

SOGR Repairs – maintain zoo facilities and visitor services.

- ✓ Continue the Building & Services Refurbishment project to maintain roofs & skylights on pavilions, animal holding buildings, & service buildings
- ✓ Continue work to address the Zoo's accessibility plan.
- ✓ Complete the upgrade to the animal records database system

Fundraising Efforts – increase public donations to enable additional facilities to be a leading zoo.

- ✓ Supported by the Zoo's anticipated Capital Master Plan, fundraising efforts will be supported to increase revenue available to supplement the City debt supported plan and support improved visitor experiences.

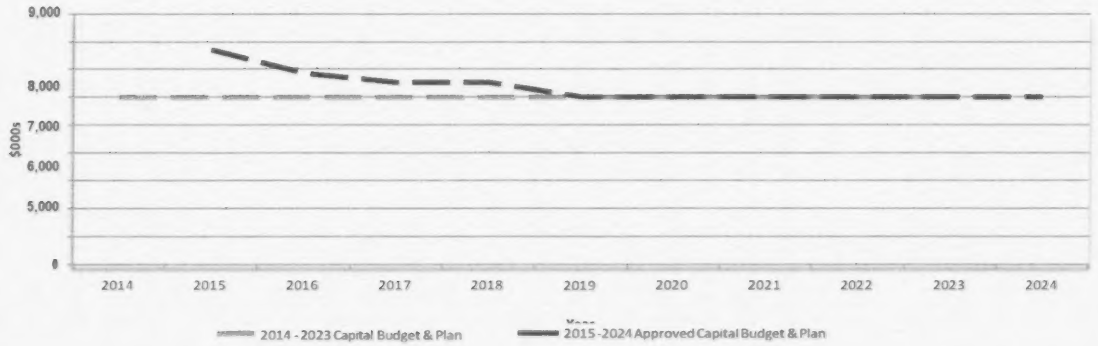
2015 Capital Budget Highlights

The 2015 Capital Budget for the Toronto Zoo of $12.440 million, including carry forward funding, will:

- Dedicate $10.390 million to begin the phase construction of the Wildlife Health Centre project.
- Complete the conversion and refurbishment of the old Giraffe location into an improved African Hoofstock (Watusi) exhibit for $0.500 million
- Continue state of good repair work with Grounds and Visitor Improvements, minor Exhibit Refurbishments, Building and Services Refurbishments and Information Technology upgrades for $1.550 million

Chart 1

Changes to the 2014 -2023 Approved Capital Plan (In $000s)



												10-Year Total
2014 - 2023 Capital Budget & Plan	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000		60,000
2015 - 2024 Capital Budget & Plan		7,690	6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	63,535
Change %		28.2%	14.1%	8.3%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%		5.9%
Change $		1,690	845	500	500	0	0	0	0	0		3,535

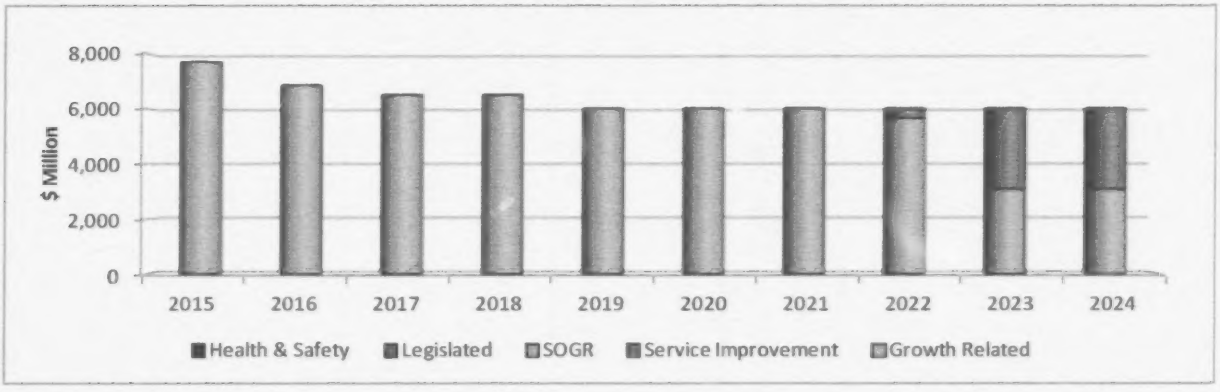
Table 1

Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 -	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Exhibit Refurbishment												4,950	
Orangutan II and III: Indoor and Outdoor Exhibits												9,630	500
Wildlife Health Centre	4,150	4,750	4,100	2,500								11,350	
Wildlife Health Centre - Adjmt		1,690	845									2,535	4,950
Information Systems		150	250	350	350	300	350	250	350	300	300	2,950	
Grounds and Visitor Improvements		260	250	550	850	400	600	350	450	600	600	4,910	9,630
Buildings and Services Refurbishment		540	800	1,550	1,270	1,300	1,000	900	1,500	1,571	1,565	11,996	
Hippo House and Exhibit Refurbishment						700	1,250	4,150	2,900			9,000	15,500
Sub-Total	**4,650**	**7,690**	**6,845**	**6,500**	**6,500**	**6,000**	**6,000**	**6,000**	**5,650**	**3,071**	**3,065**	**57,321**	**61,971**
Service Improvements													
Gorilla II Outdoor Display Breeding/Holding Facility										1,000	2,214	3,214	
Sub-Total									350	2,929	2,935	6,214	6,214
Total Expenditures by Category	**4,650**	**7,690**	**6,845**	**6,500**	**6,500**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**63,535**	**68,185**

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

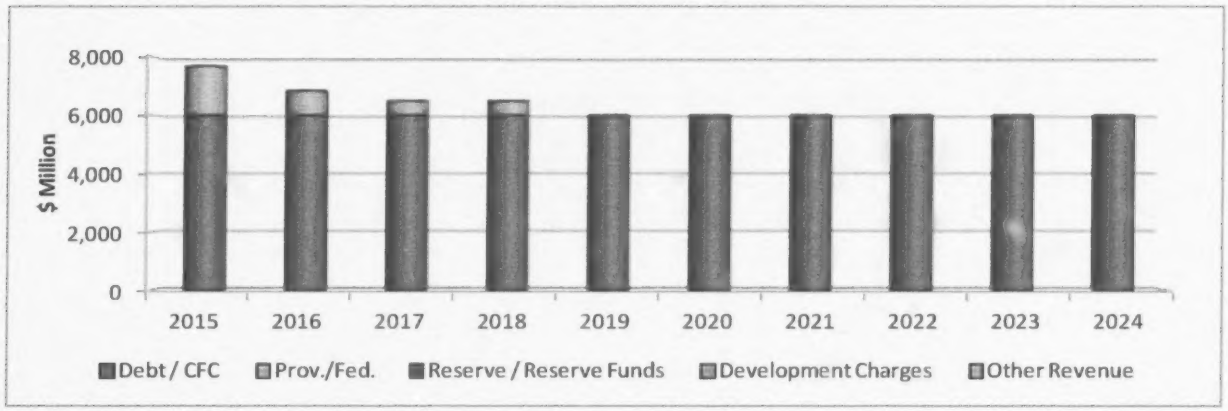


As illustrated in the chart above, the Toronto Zoo 10-Year Capital Plan of $6.353 million is dedicated to the maintenance and renewal of the facilities on site.

- The new Wildlife Health Centre, a SOGR project, will deliver the same health service to the live collection, but in a new facility, meeting current animal care standards and providing adequate space for larger species.
- The Orangutan project and other ongoing SOGR projects will rehabilitate current facilities. In the latter years of the Plan, the Gorilla and Breeding / Holding projects will upgrade facilities to a better standard, and therefore are classified as Service Improvement project.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



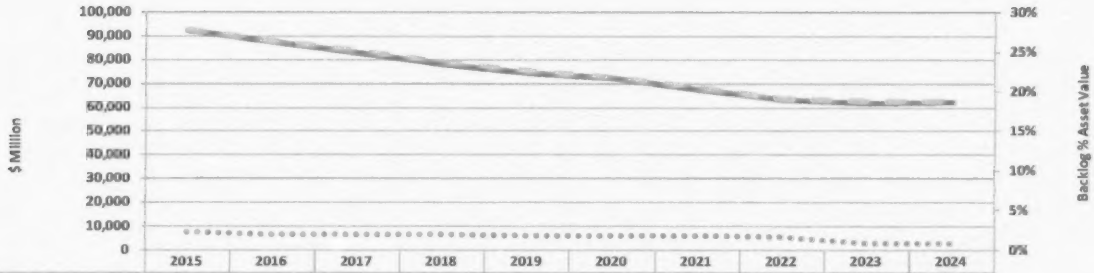
The 10-Year Capital Plan of $63.535 million will be financed by the following sources:

- Debt, which accounts for $60.000 million or 94.4% of the financing over the 10-year period.
  - The $60.000 million debt funding meets the 10 year debt target
- Other Revenue of $3.535 million is funded by donations which are known at this time.
  - Donated funds will be included in the Toronto Zoo's Capital Plan as a funding source as it is received in future years to support the Toronto Zoo Capital Plan.
  - In the first 4 years $5.535 million of donations have been secured for the Wildlife Health Centre and the Orangutan Outdoor project.

Net Operating Impact Summary

- The 10-Year Capital Plan has no impact on future year Operating Budgets of the Toronto Zoo, and no new permanent positions arising from completed capital projects are required over the 2015 – 2024 period.
- There are no capital project delivery positions at the Toronto Zoo.

Chart 4
SOGR Funding & Backlog (In $000s)

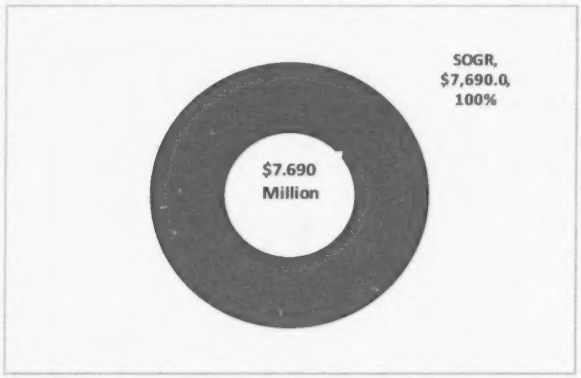


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOGR Funding	7,690	6,845	6,500	6,500	6,000	6,000	6,000	5,650	3,071	3,065
Accumulated Backlog Est.	92,159	87,403	82,969	78,248	74,415	71,967	67,721	63,038	61,829	62,200
Backlog % of Asset Value	28%	26%	25%	24%	23%	22%	21%	19%	19%	19%

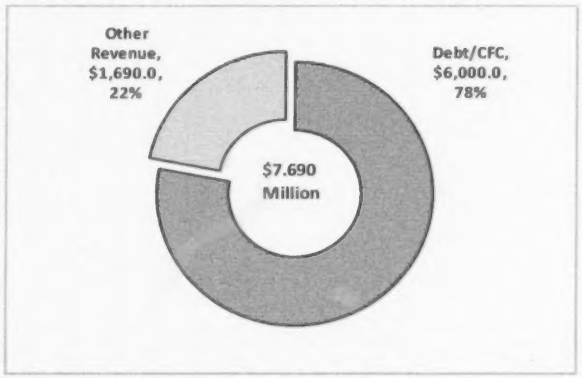
The 10-Year Capital Plan dedicates $57.321 million to SOGR spending over 10-year capital planning period, which on average provides $5.732 million in SOGR funding annually.

- The replacement value of the Toronto Zoo's assets is estimated at $330.000 million.
- At the end 2014, the Toronto Zoo will have a backlog of state of good repair work for infrastructure renewal estimated at $98.105 million, representing 29.7% of the asset replacement value.
- Work will commence on a new Master Plan for the Zoo during 2015, which will steer the overall direction of maintaining and enhancing the Zoo's infrastructure, the guest experience, and potential fund raising efforts. This report is expected to drive a significant update to the Toronto's Zoo's Capital Plan for 2016 – 2015.
- Completion of the Wildlife Health Centre in 2017 will reduce the current backlog significantly, bringing it to $78.248 million, representing 24% of current asset replacement value by 2018.

2015 Capital Budget by Project Category (in $Millions)



2015 Capital Budget by Funding Source (in $Millions)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of $7.690 million.

The 2015 Capital Budget expenditures are entirely allocated to the following categories:

- *State of Good Repair (SOGR) ($7.690 million, 100%)*
  - *Wildlife Health Centre* 2015 cash flow is $6.440 million or 84%
  - *Other SOGR projects* – Exhibit Refurbishment, Building & Services Refurbishment, Grounds & Visitor Improvements and Information Technology -- total $1.250 million or 16%

The 2015 Capital Budget is financed by:

- *Debt ($6.000 million, 78%)*
  - Wildlife Health Centre 2015 funding is $4.750 million
- *Other Revenues ($1.690 million, 22%)*
  - Donated funds support 26% of cash flow for the Wildlife Health Centre for 2015.

Yonge-Dundas Square

2015 Operating Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is $2.266 million as shown below.

	2014	2015	Change	
			$	%
Gross Expenditures	2,215.6	2,265.6	50.0	2.3%
Gross Revenues	1,822.6	1,872.6	50.0	2.7%
Net Expenditures	**392.9**	**392.9**	**0.0**	**0.0%**

Yonge-Dundas Square is adjusting its sundry revenue to offset the net pressures of $0.050 million due to inflation, increased labour costs and expenditure adjustments to reflect actual spending. 2015 Net Operating Budget is unchanged from 2014.

2015 Operating Budget Overview

Yonge-Dundas Square is a public square that accommodates approximately 300 events each year including third-party and self-programmed events. These events encourage economic and cultural activities by showcasing businesses and drawing residents and tourists to the area. Some days are also set aside for the public to enjoy the square as a piazza.

Fast Facts

- Accommodates about 300 events (capacity) per year, reflecting the current business strategy.
- Regular events include Lunchtime Live!, City Cinema, and Indie Fridays.
- Community events include NXNE, BuskerFest, Matsuri Japanese Festival and WorldPride Toronto 2014.
- The number of attendees and users of the Square is projected to be $1.060 million in 2015.

Trends:

Contribution by City of Toronto as a % of Overall YDS Operating Costs

- Funding support from the City as a percentage of the Program's operations remain steady with a small decline from the years 2013 to 2014, from 18% to 17%.
- Actual revenue is highly variable. Due to uncertainties at the square (unauthorized use, media reports of dangerous activity and rising competition), the revenue is budgeted conservatively.

2014 Key Service Accomplishments

- ✓ Yonge-Dundas Square has successfully met the City's mandate of 0% net budget increase, by yielding a projected 8.0% reduction in net budget for 2014.
- ✓ Successfully maintained consistent growth in its ancillary revenues, outpacing the increased expenditures.
- ✓ Yonge-Dundas Square is well-established as a primary venue for major international festivals as well as multicultural community festivals despite strong competition from other Squares.
- ✓ Continued to operate at a 100% utilization rate during the peak-season.

Our Service Deliverables for 2015

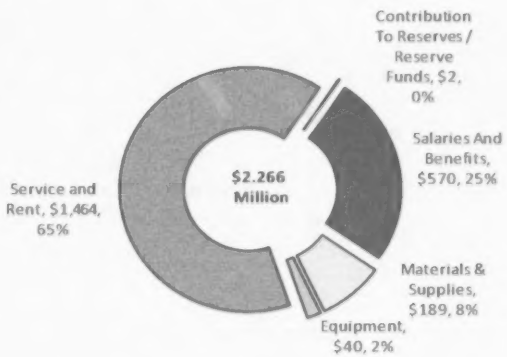
The goal of Yonge-Dundas Square is to provide the downtown area with a range of business and cultural events and provide maintenance on the Square as required. The 2015 Operating Budget supports:

- Approximately 300 events in 2015
- Provide self directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.
  - ✓ 88% are scheduled 3rd party public events year round including community and private sector events, City events, and major cultural events.
  - ✓ 12% are self-programmed events during the spring, summer and fall.
- Maintenance of the Square by setting aside days for the Square to be a piazza. The Board of Management's business strategy sets a goal of holding approximately 300 events (capacity), and thereafter, allowing for "fountain days" and downtime for maintenance of the Square during peak and non-peak seasons.
- Services including staging, lighting, audio systems, and security that support successful events.

Where the money goes:

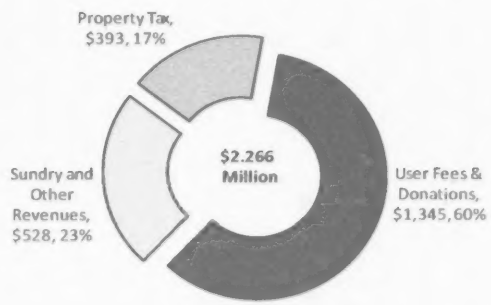
2015 Budget by Service
$436.604 Million

2015 Budget by Expenditure Category


Contribution To Reserves / Reserve Funds, $2, 0%
Salaries And Benefits, $570, 25%
Materials & Supplies, $189, 8%
Equipment, $40, 2%
Service and Rent, $1,464, 65%
$2.266 Million

Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Competition from other Civic Squares**
  - ✓ In October 2013, City Council considered a report recommending increased strategic alignment between the Program and other Public Squares.
  - ✓ The report was referred to the General Manager, Economic Development and Culture, for consideration.
  - ✓ In the interim, the Program continues to maintain its primary revenue sources (permit fees, service charges, and sponsorships) while exploring alternate revenue streams.
  - ✓ There are no new planned user fees for 2015.
- **Unpermitted Use of the Square**
  - ✓ Yonge-Dundas Square continues to monitor unauthorized plans to use the Square to prevent and mitigate issues proactively.
  - ✓ In 2015, the Program will also be upgrading its surveillance system and increasing contracted security services.

2015 Operating Budget Highlights

- The 2015 Operating Budget of $2.266 million gross and $0.393 million net provides funding to:
  - ✓ Program specific expenditures such as Yonge-Dundas Square programming costs, holiday décor, and marketing/advertising.
  - ✓ Administration expenditures including permanent staffing costs, rent, accounting fees and office expenses
  - ✓ Contracted services such as custodial and security costs.

Program Map

Yonge-Dundas Square

The mission of the Yonge-Dundas Square Board of Management is to responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown; to launch, promote, and operate the Square as a unique public space, borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by way of its activities, security, and cleanliness.

Yonge-Dundas Square is a unique focal point of the downtown Toronto community. The Square is designated for use as a public open space and as an event venue that can accommodate events of various sizes. You'll discover a wide range of activities on the Square: community celebrations, theatrical events, concerts, receptions, promotions – events that appeal to residents and tourists alike and provide a showcase for local businesses.

Public Square and Event Venue

Purpose:

- To create a unique focal point in the downtown core to promote economic development activites and to contribute to the cultural vitality of the community;
- To provide a balance of commercial and community programming which will appeal to local business and residents, and also provide city wide attractions to Torontonians and visitors alike;
- To promote a high quality of life in a safe, secure and liveable downtown.

Service Customer

Public Event Production

- Public Event Participant
- Public Event Host
- YDS Space User
- Business Partners (ticket booth)
- Sponsors
- Partners

Table 1

2015 Operating Budget and Plan by Service

							Incremental Change 2016 and 2017 Plan			
	Approved		2015	2015	2015					
By Service	$	$	$	$	$	$	%	$	%	$	%
Yonge-Dundas Square											
			2,265.6			50.0	2.3%				
Revenue	1,822.6	1,895.0	1,872.6		1,872.6	50.0	2.7%	5.9	0.3%	6.4	0.3%
Total Net Expenditures	392.9	389.3	392.9		392.9			0.0	0.0%	0.0	0.0%
Approved Positions	6.5	6.5	6.5		6.5						

The 2015 Operating Budget for Yonge-Dundas Square is $2.266 million gross and $0.393 million net, or 0% over the 2014 Approved Net Budget due to the following:

- Increases in gross expenditures include Inflationary adjustments, labour costs, security costs and banking charges.
- Pressures on gross expenditures are offset by increased sundry revenue due to new sponsorships, signage agreements and tour bus kiosk.

Table 3

2016 and 2017 Plan by Program

	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense		Net Expense	%	#	Gross Expense		Net Expense	%	#
N/A										
Sub-Total										
Hydro	5.0		5.0	8.0%		5.4		5.4	8.0%	
Water	0.9		0.9	8.0%		0.9		0.9	8.0%	
Postage	0.1		0.1	3.2%		0.1		0.1	3.2%	
Sundry Revenue		5.9	(5.9)	0.3%			6.4	(6.4)	0.3%	
Sub-Total	5.9	5.9				6.4	6.4			
Total Incremental Impact	5.9	5.9				6.4	6.4			

Future year incremental costs are primarily attributed to the following:

Anticipated Impacts

- Drivers of the gross expenditure increases are inflationary adjustments being applied to hydro, water and postage in 2016 and 2017.
- Based on the 2014 actual projection, sundry revenue is expected to increase by $0.006 million in both years 2016 and 2017.

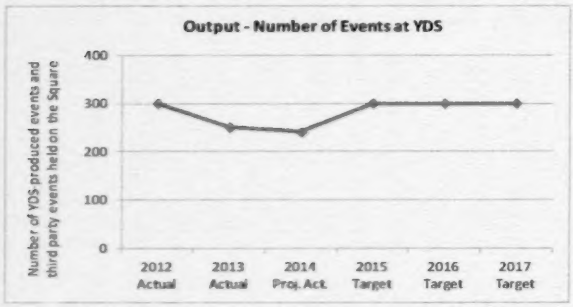
2015 Service Levels
Yonge-Dundas Square

		Approved Service Levels			Approved
		2012	2013	2014	2015
Public Use	Approved	Square accessible for public use on a daily basis 100% of the time.			Square accessible for public use on a daily basis 100% of the time.
Third-Party Rental	Approved	88% Utilization			88% Utilization
Yonge-Dundas Productions	Approved	12% Utilization			12% Utilization

The 2015 Service Levels are consistent with the Approved 2014 Service Levels.

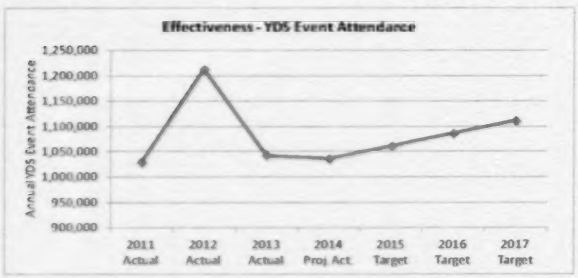
Service Performance

Output –Number of Events at YDS



- The number of events held on the Square includes self-produced programmed events and third party events such as community events, private sector events, City events and major cultural festivals.
- In 2013 and 2014, rising levels of competition and unforeseen winter storms negatively affected the number of events held at YDS.
- The Board's mandate is to hold 300 events (capacity) in 2015 and forward.

Effectiveness –YDS Event Attendance



- In 2012, it was an exceptional year for Yonge-Dundas Square with higher than normal traffic in visitor count on the Square.
- In 2013, event attendance has normalized to its regular levels and it is expected that the count will reach 1,110,000 by 2017.
- YDS event attendance: 2014 projected (1,035,000), 2015 Target (1,060,000), 2016 Target (1,085,000), 2017 Target (1,110,000).

Yonge-Dundas Square

2015 – 2024 Capital Budget and Plan Overview

The Yonge-Dundas Square is a one-acre open air public space built in 2002 as the centerpiece of the $67.8 million Yonge Street Regeneration Project. The Square, with twenty water fountains and a stage, is also an event venue for the general public.

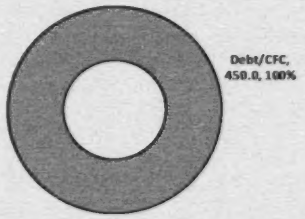
Since its official opening in 2003, the City has made a total investment of $1.2 million for capital improvements including additional lighting, a stage canopy and a permanent storage facility; and addressed various immediate structural and mechanical/electrical system deficiencies. The asset replacement value of the Square and amenities is $15.5 million.

The Board of Management of Yonge-Dundas Square has determined that no capital projects are necessary for the 2015 year. The 10-Year Capital Plan for Yonge-Dundas Square provides future year planned estimates to ensure the facility is maintained in a state of good repair through 2024.

Capital Spending and Financing:

2015-2024 Capital Budget and Plan by Expenditures Category ($Million)

2015-2014 Capital Budget and Plan by Funding Source ($Million)



2014 Key Service Accomplishments

No Capital Budget was required for Yonge-Dundas Square in 2014 and no capital projects were undertaken. Minor capital maintenance and repair expenses were budgeted for in the Program's 2014 Approved Operating Budget.

Key Challenges & Priority Actions

Completion of the Facility Audit Report – Yonge-Dundas Square completes facility audit every five years to identify needed expenditures to maintain the Square.

- ✓ During 2014, the City Facilities Maintenance staff began work on a facility audit of the Square structure and systems. Once the facility audit report is completed in 2015, a 2016 - 2025 Capital Budget and Plan can be developed.

Unforeseen Capital Needs - Yonge-Dundas Square needs to develop a 10-Year Capital Plan which addresses future capital maintenance requirements.

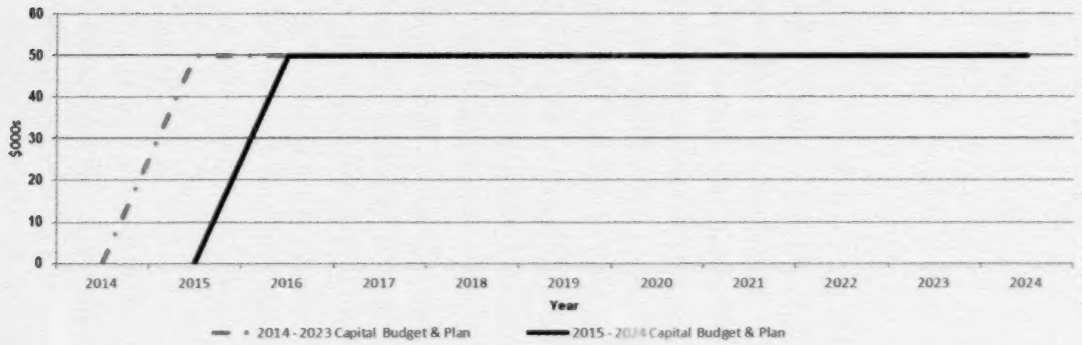
- ✓ One of the Yonge-Dundas Square Board of Management's primary objectives is to be able to respond to unforeseen capital needs as they arise. Minor expenditures are expected to be covered through operational costs.

2015 Capital Budget Highlights

There are no capital projects for 2015. The 2016 - 2024 Capital Plan for Yonge-Dundas Square includes $0.050 million per plan year, for a total of $0.450 million over the 9 years to support state of good repair maintenance work. This plan is subject to adjustments once the next facility audit report is completed in early 2015.

Chart 1

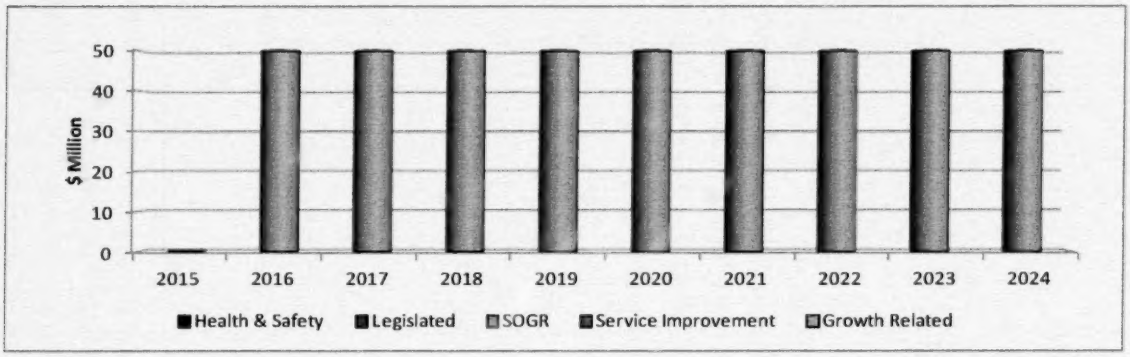
Changes to the 2014 -2023 Approved Capital Plan (In $000s)



($000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	0	50	50	50	50	50	50	50	50	50		450
2015 - 2024 Capital Budget & Plan		0	50	50	50	50	50	50	50	50	50	450
Change %		-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%
Change $		-50	0	0	0	0	0	0	0	0		0

Chart 2

2015 – 2024 Capital Plan by Project Category (In $000s)

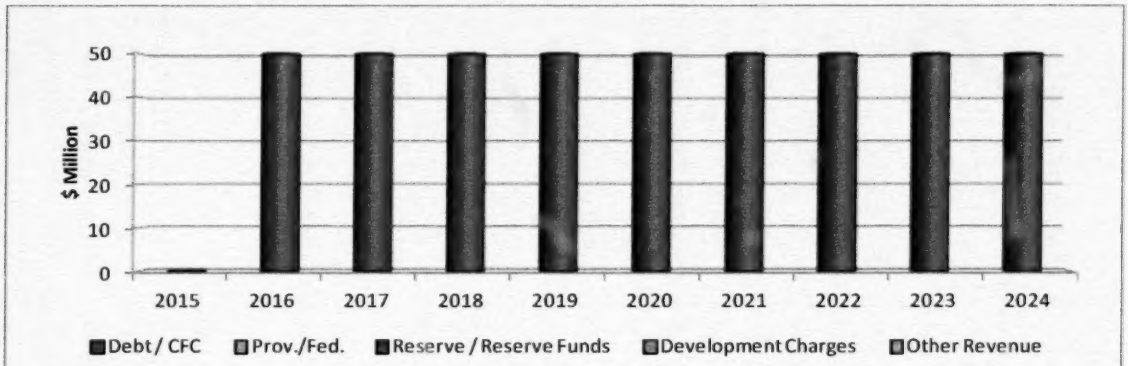


All funding included in the 2015 - 2024 Capital Plan of $0.450 million is dedicated to *SOGR* projects. There are no new capital project needs in 2015.

The 10-Year Capital Plan includes estimated future funding requirements of $0.050 million in each of years 2016 to 2024 to maintain the Yonge-Dundas Square facility in a state of good repair as the structure, mechanical, electrical, and HVAC systems and equipment ages.

Chart 3

2015 – 2024 Capital Plan by Funding Source (In $000s)



The 10-Year Capital Plan of $0.450 million will be financed fully by debt:

- The debt funding is below the 10-year debt affordability guidelines of $0.500 million allocated to this Program by $0.050 million. The previously planned expenditures of $0.050 million for SOGR capital work in 2015 is not required.

Chart 4
SOGR Funding & Backlog (In $000s)

The 10-Year Capital Plan dedicates $0.450 million to SOGR spending over 10-Year Capital Plan, which is an average of $0.045 million per year, and $0.050 million for each of the 9 Plan years between 2016 and 2024.

- Yonge-Dundas Square does not have a backlog of state of good repair projects as the Square is relatively new (built in 2001-2002). The asset value of the Square and its amenities (20 water fountains; a raised stepped stage with canopy; two small ancillary buildings; a storage facility; and mechanical service rooms and public washrooms below) is $15.5 million, with a 0% SOGR backlog over the 10-year period.
- The SOGR project completed in 2010 addressed all the immediate structural and mechanical, electrical and HVAC system state of good repair items.
  - Once the facility audit is completed, the existence of a SOGR backlog can be determined.
- The Recommend Capital Plan covering years 2016-2024 is appropriate at this time until the facility audit report is available for review.

Tools and Resources

Glossary of Terms

Activity - A sub-set of the defined service, which includes unique processes and a discrete output delivered to the client(s).

Agency - An agency is an organization associated with the City, but operating at arm's-length. An Agency usually operates under a Board of Management appointed by City Council. An agency is referred to in the acronym ABC - Agencies, Boards and Commissions.

Allocable Service – A category that will be available when posting financial transactions in SAP. The "allocable service" designation allows costs incurred for multiple services on the same purchase order or cheque request to be temporarily charged to a designated functional area until the split among services can be determined by the division.

Amortization – The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Depreciation accounting is anther commonly used term to describe the amortization of tangible capital assets.

Approved Complement - The total number of approved positions that are required to provide the approved level of service for a City Program or Agency. The number of approved positions includes all operating and capital positions (permanently appointed or filled on an acting basis), funded vacancies, position attributes (title, number, position type, position category).

Approved Position - An Approved Position is equivalent to a single permanent position regardless of whether it is full-time or part-time.

Approved Position Year - An Approved Person Year is an equivalent for a temporary, seasonal, casual or trade position that is calculated in one of three ways:

1. A single 35 hour per week position
2. A single 40 hour per week position, or
3. A combination of part-time positions (less than 35 hours per week) equating to 1820 hours per year (35 hours per week x 52 weeks), or 2080 hours per year for positions less than 40 hours per week (40 hours per week by 52 weeks).

Assessment – Value of property determined by Municipal Property Assessment (MPAC) and used by the City as a basis for property taxation.

Balanced Budget – The City of Toronto Act, 2006, states that the budget shall provide that the estimated revenues are equal to the estimated expenditures.

Benchmarking - An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of accounting for costs.

Budget - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

Budget Committee - The standing committee of City Council, established as part of the new City governance structure, which is mandated to review and recommend on budget matters. The Budget Committee's mandate includes Capital and Operating Budgets, variance reports, and adjustments to budgets during the year. The Committee also plays a key role in coordinating the budget process and submitting a final budget to Council for its consideration. The Budget Advisory Committee carried this mandate in years from the amalgamation of Toronto in 1998 to 2006.

Budget Scenario - The term used in SAP to describe a particular data set reflecting all budget detail at a particular point in the review process (as submission, Council approved, etc.). Each scenario includes a number of budget versions in the CO SAP module that represent such analytical categories as projected actuals, adjusted base, base budget changes, new service changes, total budget, future year outlook. For ABCs not using SAP, Forms 14 and 15 provide the Budget Scenario.

Budget Versions - In each budget scenario in SAP, the categories of analysis and presentation are in separate structures in the budget module known as versions. The projected actuals, the prior year base budget, the categories of change, service changes, new services, total request, and future year outlook, all exist as separate versions in the SAP CO budget module.

Business Intelligence (BI) - The reporting, analysis, and interpretation of business data. When used in the context of the City's SAP system, Business Intelligence (BI) refers to the analytical, reporting and data warehousing solution produced by SAP, also known as Business Objects, or BOBj (see below).

Business Process - A collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers.

Business Objects (BOBj) - SAP Business Intelligence solution that simplifies data manipulation, allowing users to access, navigate, analyze, format, and share information across a corporate environment.

Business Transformation - A key focus area of the FPARS project. The scope of Business Transformation is to: 1) develop and evolve the City's service inventory; 2) establish a service performance measurement framework; 3) modify select processes

and policies to support multi-year planning, budgeting and monitoring in a service view; and 4) support the organization through a change management strategy and tactics.

Business Warehouse (BW) - Related to SAP Business Intelligence (BI), "BW" is used to describe the underlying Data Warehouse Area and its components.

Capital Budget - A multi year program adopted by Council comprised of an approved program of capital projects for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer term and one-time expenditures for fixed assets that are more than fifty thousand dollars. It also entails the assumption of debt by the Corporation.

Capital (Debt) Financing - Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. It is composed of Capital from Current expenditures and debt charges.

Capital from Current (CFC) - Tax levy funds allocated from the current Operating Budget for the funding of capital projects in the Capital Budget.

Capital Positions - The term referring to positions funded by Capital projects, funding staff who are working to specifically deliver those projects. The expenditures for Capital Positions are included in the Operating Budget with full recovery from Capital projects.

Capital Program - A multi-year plan adopted by Council for long-term capital investments in assets and entails the financing of such long term expenditures with capital assessment and assumption of appropriate funding sources. This program lets Council determine long term expenditure priorities, and enables the City to plan long-term debt requirements. The capital program should be linked to individual Program Business Plan.

Capital Project - Expenditure for major rehabilitation, replacement and/or expansion of existing assets and infrastructure, and acquisition or creation of new assets. A capital project is a one-time activity with a well-defined set of desired outcomes or end results. It must bring benefit to the organization at least 10-years or longer, the decision usually cannot be changed, and investments are over $50K. A capital project can be divided into capital sub-projects or sub-tasks that must be performed in order to achieve the desired result. Capital Projects are classified according to the following five categories listed in the order of importance – Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related.

Capital Sub-Project - Subset or logical components/stages of a major capital project. Individual sub-projects could vary depending on the nature of the project. Example a Park Improvement project could have sub-projects showing individual parks at which the improvement work will be undertaken.

Cash Flow Carry Forwards - The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital sub-project / project in the subsequent budget year.

Categories of Change - Descriptive categories are used in analysis of the 2009 Operating Budget at the submission phase, as well as analysis and reporting during the review and approval phases of the process. In SAP each category of change is maintained as a separate budget version and a particular stage in the budget version is referred to as a budget scenario. The Operating Budget Impact of Capital Projects will be included in these categories according to how the definitions apply to the nature of these costs. Examples of categories of change are: Base Budget, Adjusted Base Budget, Revenue Change, etc.

Clerical / Technical / Professional Position - A clerical / technical / professional position is an Approved Position, which is generally affiliated with CUPE Local 79. A clerical / technical / professional position may be either Full-time or Part-time in status.

City of Toronto Act, 2006 – Passed by the legislature in June, 2006. The Act allows the City to establish its own governance structure, with enhanced delegation authorities. The Act secures a more enabling legislative framework, commensurate with the City's responsibilities, size and significance. The Act recognizes Toronto as an economic engine of Ontario and Canada with a democratic government that is responsible and accountable. The Act further endorses building a mature relationship with the province based on mutual respect, consultation and cooperation. The Act recognizes the City's authority to enter into agreements with other governments, including the government of Canada.

Complement Management: The administration and reporting of the approved and operational complement, including organizational structures, jobs and cost centre assignments (as understood before FPARS), as well as the tracking of vacancies and the impact on positions throughout the year of the funding status (capital vs. operating) and of funding-related changes (e.g. downsizing programs, re-organizations, re-evaluations, pay equity, job and wage grade harmonization).

Complement Planning: The business processes for forecasting and establishing the approved complement, including salary dollars and benefits, on an annual and multi-year basis.

Commitments – Projected cash flow expenditures beyond the Council approved budget year which require future year cash flow to complete the approved project. In essence it allows a project tender to be executed in the current budget year that requires future year cash flows to complete.

Community Impact - Community impact is the measurable change in the level of need of an individual client or the aggregate need of a customer group, directly attributable to the delivery of a service or a program.

Community Impact Measures – A performance indicator measuring the impact or benefit that the program / service is having on the communities in relation to the intended purpose or societal outcomes expected.

Complement - The number of permanent-equivalent positions including temporary, seasonal, casual and / or trade positions, all expressed in Approved Positions that are required to provide the approved level of service for a particular Program or Agency of the City.

Complement Management - Complement Management is the administration of the range of positions, people and structures related to the City as an organization in adherence to its established business processes and operational needs.

Consumer Price Index (CPI) – A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.

Cost Element - A cost element is a numerical reference to a particular kind of expense or revenue. For instance, 6030 is the cost element denoting "contributions to reserve funds".

Cost of Living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Council Priorities - Council priorities are outcomes or project outcomes which are to be delivered during the term of Council to support a vibrant and growing city which guides the 2009 Operating and Capital budgets.

CUPE – Canadian Union of Public Employees.

Customers - In terms of service profiles, customers define a segment of the population that the service is intended to benefit. Public Services have target customers external to the government – individuals, businesses and not-for-profits. Internal Services have public services as their target customers.

Customer Service Quality Measure - Measure of customer satisfaction with the service that they receive relative to their needs and expectations.

Current Value Assessment (CVA) – The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.

Debt - The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred by the City of Toronto such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

Debt Charges – The amount of principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

Debt Financing - The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered.

Development Charges – Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge By-law.

Efficiencies - An efficiency measure is a measure of productivity based on dividing the quantity of output (measured in units of deliverables) by the quantity of resources input (usually measured in person hours or dollars).

Effectiveness / Customer Service Measures - Effectiveness is a measure of the value or benefit of a service, expressed as the actual change in the specified outcome achieved by delivery of the service. More broadly, an effectiveness measure compares the output of a service, process or resource to its intended contribution to a higher level goal (e.g. the effectiveness of a resource with respect to its contribution to a process, etc.).

Encumbrance - Upon approval of projects/sub-projects, programs can begin the RFP process to determine the vendor that will provide goods / services required. Once the vendor's bid is approved, it becomes a legally binding contract hence the value of the bid is an encumbrance and considered spent.

Estimated Useful Life - This is an estimation of the time period, usually expressed in years, that the capital asset (project) brings benefit to the organization or a community. This may apply to new sub-project/projects or an addition, alteration or improvement of an existing capital asset.

Exempt Professional / Clerical Position (individual contributors) - Any position which is not affiliated with a union, acts as an individual contributor and does not have direct staff reports.

Expenditure Category (Cost Element) Group - Expenditure Categories, now called Cost Element Groups in the SAP environment are the high level categories of expenditure and revenue as seen on the budget templates. They are Salaries & Benefits, Materials & Supplies, Equipment, Services and Rents, Contributions and Transfers, Interdivisional Charges and Other on the Expenditure side. On the Revenue side they are Grants from Others, Interdivisional recoveries, User Fees and Other.

External Financing - Financing from sources external to the City of Toronto (such as Provincial or Federal subsidy, Corporate Sponsorships, etc.). In addition it includes debt financing as well (see Debt Financing definition below).

Financial Efficiency - A measure of the cost of resources per unit of output. In this case, resources are the inputs (e.g, dollars, FTE, employee hours, time). Calculation: input divided by output.

Fiscal Policy – A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal Policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A 12-month period designated as the operating year fro accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January 1st to December 31st).

Fixed Assets – Assets that are long-term in nature that are intended to continue to be held or used, such as land , buildings, machinery, furniture , ands other equipment.

Frontline Positions - Frontline Positions are those approved positions that provide direct service to the public or other consumers.

Full Time Position - A full-time position is a position approved as part of the organizational structure for a particular service or program working 35 or 40 hours per week for the full year.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principals.

Gas Tax – A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.

Gapping - Gapping represents the difference between funding that would be required for full salaries, wages and benefits for the entire stated complement of a particular staff unit and the actual funding provided. Gapping represents the savings that can be achieved as a result of vacancies or staff turnover not intended to be filled (known gapping) and an allowance for unplanned or unanticipated staff turnover (unknown gapping).

Goals - Goals specify where the organization desires to be in the future within the scope of the stated key business service as it relates to the Program's mission. Goals provide a framework for the identification of specific, well-defined objectives to be accomplished within specific time frames. Goals are to be pursued over time. The goals that a Program develops should be in support of the key business services and help establish the Program's direction. These goals provide a unifying theme for activities. Each goal should have at least one objective.

Grant - A contribution to the City from a federal or provincial government source to support a particular function, service or program. Grants from other sources should be reported as "Other Income."

Growth Related - A capital project is categorized as growth related if it supports growth and development across the City. Potential development charge revenues could apply to, and be identified for these projects.

Head Count - The total number of staff individuals employed by a unit at a particular time, regardless of the nature of their employment: full-time, part-time, seasonal or casual / trades. Currently, the City is using the terminology 'Approved Position' to uniformly report its staffing complement of all statuses.

Health and Safety - A capital project is categorized as health and safety if there is an urgent requirement for repairs due to demonstrated concerns for a health and safety hazard.

Hourly / Operations - Positions which is either paid on an hourly basis or works directly in operations (maintenance, waste collection, etc.) and that are often associated with TCEU Local 416.

Internal Financing - Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

Key Services - These are the fundamental services critical to the Program's mandate and success. Performance of these services in an exemplary manner will result in the Program achieving its mission.

Key Customers - Key Customers are the direct beneficiaries of the service or product provided by a particular program or agency. Key customers may be clients or customer groups, either inside or outside the City, including members or the public or other external entities.

Legislated or City Policy - Capital Expenditures required by Provincial or Federal legislation or compliance with City Policy (i.e., environmental initiatives). In the capital project justification section of each business case, the specific legislative or City Council reference will be provided as well as the action required to meet the requirements and timeframe.

Mature Budget Process - A budget process that is based on a multi-year view, emphasizes upfront strategic enterprise priority setting, service reviews and public consultation, and focuses on a link between resource allocation decisions and results and outcomes.

Objectives - Objectives are linked directly to Program goals and are specified, quantified, time-based statements of accomplishments or outcomes which should clearly state the specific results the Program seeks to accomplish. The development of objectives aids decision-making and accountability by focusing on issues and the accomplishment of outcomes and sets the direction for strategies. A Program may have multiple objectives

under a single goal. The target indicated for each objective should focus on budgeted results. Example of an objective – develop and implement a cross-shelter case management plan for homeless clients that tracks their visits to all Toronto shelters in a given year by end of the fiscal year.

Outcome (Results) - The impacts or consequences for the community, of the activities of government. Outcome reports the results of the service. It can be short-term (immediate success), intermediate-term (success by three-to-six month periods) or long-term (one year or more). **OMBI** refers to The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.

Output (Workload) - The final products or goods and services produced by the organization for delivery to the customer. Output represents the number of units produced or services provided. It represents a measure of the amount of products or services delivered, and quantifies

OMERS – Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.

Operating Budget - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act for a 12-month period, (e.g., a fiscal year).

Ontario Disability Support Program (ODSP) - An income and employment support program designed to help people with disabilities live comfortable and productive lives.

Operating Impact of Capital - The Operating Budget impact of Capital projects is the changes in operating expenditure and / or revenue, which are projected to occur during the course of a Capital Project and / or when a Capital project is completed. These changes should be documented on a Business Case Form in the appropriate category. As the Operating Impact of delivering new services that result from Capital projects would be presented in a New / Enhanced Services Business Case.

Other Revenue - Represents all revenues other than property tax levy, provincial and federal grants, interdivisional recoveries and prior year's surplus. Other Revenue is made up of user fees, fines, interest earnings, and revenues from any other source.

Outlook - The Outlook is the anticipated financial plan for a future fiscal year, based on Council approved decisions for the current fiscal year. Outlook information for two future years is part of the Operating Budget submission. Outlooks include the annualized impacts of new / enhanced services, revenue changes or service adjustments approved in a prior year, known cost increments arising from approved multi-year contracts, non-recurring expenditure or revenue adjustments, operating impacts of approved capital projects, step /merit increases, and known Cost of Living adjustments.

Output - An output defines the result of a service delivered to a client, measured by quantitative 'units of service delivery'.

Output Measure - Measure the number of units of a service or product produced. An example is the tons of curbside waste recycled or cubic metres of water pumped at Pumping Station X.

Planner Profile - The Planner Profile determines the planning layout used in planning (SAP). The initial planning screen appears based on the first planning layout defined for a planning area. You can choose "Go to—Next layout" to proceed to the next layout. The Planner Profile is assigned to different user groups and thus controls what objects they are allowed to plan (for example, given cost center and cost element groups).

Part-Time Position - A part-time position is a position approved as part of the organizational structure for a particular service or program working less than 35 / 40 hours per week.

Performance Measure: Performance measures quantitatively tell us something important about our products, services and the processes that deliver them. They are a tool to help us understand, manage, and improve what our divisions do. Performance measures let us know:

1. How well we are doing;
2. If we are meeting our goals;
3. If our customers are satisfied
4. If and where improvements are necessary; and
5. If our processes are in the statistical control

Personnel Expenditure Planning (PEP) - Functionality in the Public Budget Formulation (PBF) tool that projects salary and benefit costs based on timely HR information (including positions, employees, job profiles, and salary and benefit costs). Using PEP projections, analysts can compare and plan for various contingencies regarding personnel costs during the budget formulation process and mid-year analysis.

Planned Complement - The total number of proposed positions before Council approval that are required to provide a level of service for planning and forecasting.

Presto – An electronic transit fare card to be used across various GTA transit systems.

Priority Project - A degree of important a project is to the Program in achieving the Program's objectives for the planning period. Prioritization may differ from Ranking such that any two projects cannot have the same priority preference number though they may have an equal ranking. Priority shows which projects the Program would prefer over the others if not all projects were allowed for approval. Priorities also show the areas of focus and the strategic direction the Program is heading to. Prioritization should be consistent with the mission and goals of the Program and any deficient areas that need to be addressed during the budget period. Priority numbers should only consist of integers other than zero. Assignments like 0, 1A, 1B, 1.5, 1.75 are not valid priority numbers.

Product/Types - This represents a classification of service deliverables.

Program - A Division of a Department or an Agency, Board or Commission, which constitutes a service delivery unit and may encompass one or more related municipal services (e.g., the Solid Waste Management program includes a number of services and is a division of Works and Emergency Services Department) and satisfies the following:

- aimed at one or more target groups (e.g., households);
- has program goals defined in social terms with outcomes of public good (e.g., public health); and
- is either mission-driven, (e.g., recreation, or mandate-driven, law-enforcement).

Program Map - The visual representation of the services, activities and sub-activities used to reflect the current service output business model. For each division or agency, there is a mission statement. For each identified service, there is a purpose statement.

Projected Actuals - Refers to the expected, or anticipated, outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine actuals year to date as of June 30, plus the balance of the calendarized Council-approved current fiscal year budget. Departments can adjust and update the projected actuals as they see fit. The Projected Actuals are often compared with the current year Budget to determine variances.

PSAB - Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.

PSAB Section 3150 - Municipal requirement to account for and report on non financial assets of local
governments.

Ranking Projects - Ranking is an evaluation of a capital project based on certain criteria. It incorporates and quantifies five Capital Project Categories, (i.e., Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related).

Replacement Cost - Is the cost of replacing the original asset on the basis of current prices (cost). It is not related to the original asset cost.

Reserve / Reserve Funds - Reserves and reserve funds have designated purposes and are created through the specific authorizations of Council. All earnings from the investment of reserve funds must form part of the reserve fund, whereas the earnings from reserves flow to the operating budget. The assets of reserve funds are segregated and restricted to the purpose of the reserve funds.

Revenue - Income received by an organization for the fiscal year. In the City of Toronto revenue includes tax payments, service (user) fees, transfers from other governments, fines, interest income, etc.

Salary Gapping - Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.

Service - A detailed account of key offerings that are associated with each program currently delivered by a division.

Service Level Indicators - Service Level Indicators express the level and the standard of service provided to key customers or customer groups. Service level indicators may reflect an agreed standard of service (e.g., processing time), a quantitative level of resources or the frequency of service provided (e.g., hectares of parkland per capita), or the supply of service as a percentage of need (e.g., number of subsidized day care spaces provided as a percentage of the number of children in low income families).

Service Improvement and Enhancement - A capital project is categorized as service improvement and enhancement if it improves service delivery above the current Council-approved standard or provides for the introduction of new services.

Service Objective - A service objective sets out an achievable/measurable action that can be taken in delivering a service in support of the program goal.

Service Planning - Service Planning is a key management tool that supports informed operational decisions about: services and service levels; best us of available resources to achieve corporate goals; and cost effective delivery approaches.

State of Good Repair - A capital project that allows for the maintenance, repair or replacement of existing assets. This includes asset rehabilitation that extends the useful life of the asset by 10 or more years before replacement is necessary. Asset replacement should be considered, if rehabilitation is not feasible and delayed replacement could result in potential safety hazards. Asset rehabilitation required to meet health and safety issues should be categorized as "Health and Safety".

Strength - The number of actual filled staff positions at a specific point in time, whether permanent, seasonal or casual expressed as approved position years.

Student / Recreation Worker - A student or recreation worker is one who is employed on a temporary, seasonal or casual basis.

Support Positions - Support Positions are those approved positions that are professional, technical or managerial and provide support to the provision of a direct service.

Targeted Outcomes - A description or performance measure of the projected result of the implementation or continuance of an Objective or Council Priority within a program service or activity.

Tax Rate - A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

Total Gross Expenditures - Includes all expenditures properly incurred by the Program Area and charged to the Program Area's Budget.

Total Revenues - Includes all program-generated revenues (e.g., User Fees), grants and subsidies, internal recoveries and internal financing (e.g., Funding from reserves).

WBS (Work Breakdown Structure) - The Work Breakdown Structure is the hierarchy that is used within SAP for recording the approved project/sub-project transactions including the budget, plan, expenditures and revenues. It is within these WBS Elements that the financial status of a project/sub-project can be monitored through system generated reports.

Units of Service - Reflects the measurable components of each service deliverable, which illustrates how much service is being provided. These can be identified both in terms of costs and volumes.

User Fees and Charges - Includes all program-generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various city permits), encompassing cost elements 8500 to 8680. Donations are not included.

Vacancy - A funded, unoccupied position with no commitment (i.e., no base holder or financial commitment).

Vacancy Management - The business process to track and report on vacancies.

Value - In terms of Service Profiles, value deals with the contribution of a service toward the desired impact on the Customer Group associated with the Service.

Variances - Programs / agencies are expected to clearly detail all assumptions with respect to year-over-year changes, which are greater than $250,000 or 5% of total gross expenditures. The rationale provided should be based on changes in service levels, objectives or funding requirements.

Zero Based - The requirement for all expenditures to be fully justified each year without reference to the prior year budget level. All office furniture and consultants are zero based and must be fully supported and justified by supporting documentation.

Acronyms and Abbreviations

ABCs	Agencies, Boards and Commissions
AD	Anaerobic Digestion
AED	Automatic External Defibrillators
AHA	Arts & Heritage Awareness
AHO	Affordable Housing Office
ALS	Advanced Life Support
AMO	Association of Municipalities of Ontario
AOCC	Association of Community Centres
AODA	Accessibility for Ontarians with Disabilities Act
AQHI	Air Quality Health Index
ASD	Alternative Service Delivery
AYS	Access to Your Supervisor
AZA	Association of Zoos and Aquariums
BCPV	Black Creek Pioneer Village
BET	Business Education Tax
BIA	Businesses Improvement Areas
BMO	Bank of Montreal
BRT	Bus Rapid Transit
BSC	Budget Sub-Committee
CAMS	Capital Asset Management System
CATS	Cross Application Time Sheets
CAZA	Canadian Association of Zoos and Aquariums
CCAC	Canadian Council on Animal Care
CCAC	Community Care Access Centres
CBR	Cellular and Bimolecular Research
CCTU	Critical Care Transportation Unit
CCTV	Closed Circuit Television
CDP	Chronic Disease Prevention
CFC	Capital from Current

CFO	Chief Financial Officer
CHIN	Refers to a multicultural/multilingual radio station
CIP	Corporate Identity Program
CLRV	Canadian Light Rail Vehicles
CM	City Manager
CMA	Census Metropolitan Area
CNE	Canadian National Exhibition
CNEA	Canadian National Exhibition Association
COLA	Cost of Living Allowance
COTA	City of Toronto Act, 2006
CPI	Consumer Price Index
CPIP	Community Partnership and Investment Program
CREMS	Community Referrals by EMS
CVA	Current Value Assessment
CVOR	Commercial Vehicle Operators Registration
DARP	Development Application Review Project
DBRS	Dominion Bond Rating Service
DC	Development Charge
DCM	Deputy City Manager
DEC	Direct Energy Centre
DOT	Directly Observed Therapy
DSI	District Service Improvements
DVP	Don Valley Parkway
E&LR	Employee and Labour Relations
EA	Environment Assessment
EDCT	Economic Development Culture and Tourism
EDRMS	Enterprise Document & Records Management Solution
EDS	Electronic Data Systems
EEO	Energy Efficiency Office
EFFS	Electronic Financial Filing System

ETS	Environmental Tobacco Smoke
FIFA	Fédération Internationale de Football Association
EMS	Emergency Medical Services
EPA	Environment Protection Agency
ERCs	Employment Resource Centres
ESS	Employee Self Service
FMRE	Facilities Management and Real Estate
FDI	Foreign Direct Investment
FOI	Freedom of Information
FPARS	Financial Planning and Reporting System
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
GMAC	General Managers Advisor Committee
GR	Growth Related
GST	Goods and Services Tax
GTA	Greater Toronto Area
GTTA	Greater Toronto Transit Authority
H&S	Health and Safety
HBHC	Healthy Babies Healthy Children
HE	Healthy Environment
HF/HL	Health Families / Healthy Living
HPS	Homelessness Partnering Strategy
HUSAR	Heavy Urban Search & Rescue
HVAC	Heating, Ventilation and Air Conditioning
IAEMD	International Academies of Emergency Medical Dispatch
IBMS	Integrated Business Management System
ICON	Integrated Court Offences Network
IDC	Inter Divisional Charges
IP	Injury Prevention

IPHIS	Integrated Public Health Information System
ISCIS	Integrated Services for Children Information Systems
ISF	Infrastructure Stimulus Fund
IT	Information Technology
ITDS	In the Driver Seat
IVR	Interactive Voice Response
JDA	Joint-Default Analysis
JEPP	Joint Emergency Preparedness Program
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integrated Networks
LIMS	Laboratory Information Management System
LRT	Light-rail Transit
LRV	Light Rail Vehicle
LTCA	Long Term Care Act
LTCHS	Long Term Care Homes and Services
LTC	Long Term Care
MBT	Mechanical Biological Treatment
MCCS	Municipal Child Care Services
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MLEO	Municipal Law Enforcement Office
MLS	Municipal Licensing Standards
ML&S	Municipal Licensing & Standards division
MLTT	Municipal Land Transfer Tax
MMAH	MMAH - Ministry of Municipal Affairs and Housing
MOE	Ministry of the Environment
MOHLTC	Ministry of Health and Long Term Care
MPAC	Municipal Property Assessment Corporation

MPMP	Municipal Performance Measurement Program
MRAB	Multi Residential Apartment Building
MRF	Material Recovery Facility
MUSH	Municipalities, Universities, Schools and Hospitals
MW	Megawatt
OBCA	Ontario Business Corporation Act
ODSP	Ontario Disability Support Program
OECD	Organization for Economic Co-operation and Development
OMBI	Ontario Municipal CAOs Benchmarking Initiative
OMB	Ontario Municipal Board
OMPF	Ontario Municipal Partnership Fund
OPHS	Ontario Public Health Standards
OPP	Ontario Provincial Police
OW	Ontario Works
PAD	Public Access Defibrillation
PASO	Pan American Sports Organization
PAYE	Partnership to Advance Youth Employment
PBP	Better Building Partnership Program
PC	Police Constable
PHI	Public Health Inspector
PHIPA	Personal Health Information Privacy Act
PMFSDR	Provincial Municipal Fiscal and Service Delivery Review
POA	Provincial Offences Act
POS	Purchase of Service
PPF&A	Policy, Planning, Finance and Administration
PSAB	Public Sector Accounting Board
PSS	Personal Service Setting
PTMS	Parking Tag Management System

PTOC	Paramedic Transfer of Care
PVT	Personal Vehicle Ownership Tax
RACS	Road Allowance Control System
RAWF	RAWF - Royal Agricultural Winter Fair
RFP	Request for Proposal
RRAP	Residential Rehabilitation Assistance Program
RT	Rapid Transit
S&P'sd	Standards and Poor's Canada
SAMS	Social Assistance Management System
SARS	Severe Acute Respiratory Syndrome
SASRF	Social Assistance Stabilization Reserve Fund
SCPI	Supporting Communities Partnership Initiatives
SDFA	Social Development, Finance and Administration
SDMT	Service Delivery Model Technology
SHAS	Social Housing Administration System
SLAs	Service Level Agreements
SMIS	Shelter Management Information System
SMP	Substance Misuse Prevention
SOGR	State of Good Repair
SRT	Scarborough Rapid Transit
SSHA	Shelter, Support and Housing Administration
SSO	Source Separated Organics
STEP	Sustainable Technology Evaluation Program
SWM	Solid Waste Management
TAC	Toronto Arts Council
TAF	Toronto Atmospheric Fund
TAMP	Technology Assisted Management Program
TAS	Toronto Animal Shelter
TAVIS	Toronto Anti-Violence Intervention Strategy

TCEU	Toronto Civic Employees' Union Local
TCHC	Toronto Community Housing Corporation
TCHIS	Toronto Community Health Information System
TDSB	Toronto District School Board
TEDCO	Toronto Economic Development Corporation
TEIS	Toronto Elections Information System
TEO	Toronto Environment Office
TESS	Toronto Employment and Social Services
THEIS	Toronto Healthy Environments Information System
THESI	Toronto Hydro Energy Services Inc.
TKN	Total Kjeldhl Nitrogen
TMMIS	Toronto Meeting Management Information System
TPA	Toronto Port Authority
TPH	Toronto Public Health
TPL	Toronto Public Library
TPS	Toronto Police Service
TRCA	Toronto and Region Conservation Authority
TTC	Toronto Transit Commission
UofT	University of Toronto
WAYS	Web Access to Your Service
WBPP	Works Best Practice Program
WSIB	Workplace Safety and Insurance Board
YIPI	Youth in Police Initiative
YUS ATO	Yonge-University-Spadina Automatic Train Operation